Erasmus+ Sport Programme
Collaborative Partnership

DEVELOPING SPORT ADMINISTRATION COMPETENCES
(ADMINS)

Customized Curriculum for Sports Administrators

Intellectual Output 3

MODULE 2. Sports marketing

Following the completion of the Module, the participant will be able to:

✓ Manage marketing paradigms in sports and create a marketing plan
✓ Identify key motivation features and create team identity and develop a brand in sports.

TOPICS		CONTENT	LEARNING OUTCOMES	WORKLOAD
1	The Basics of Marketing	• Definition of marketing • Market - characteristics, types and structures • Business components on the market: product, customer, vendor, exchange and activity systems	• Pronounce the definition of marketing • Identify markets, their characteristics, types and structures • Identify key business components in the market.	• 2 T
2	Introduction to Sports Marketing	• Definition of sports marketing • Development of the marketing profession in sports • The sport industry model • Consolidation in the sports industry • Sports market - key features, types and structures • Business components in the sports market: product, customer, vendor, exchange and activity systems in sports • Segmentation of the sports market	• Pronounce the definition of sports marketing • Explain the pace of development of a marketing profession in sports • Define the model of the sports industry • Define the consolidation process in the sports industry • Identify the term sport market. • Define key business components in the sports market • Segment the sports market.	• 4 T • 2 P
3.	Application of marketing in sports	• Implementation of marketing concepts and processes in the	• Explain the process of implementing marketing	• 3 T • 2 P

		business models of sports entities • Global Marketing Strategy in sport • Marketing Myopia in sports.	concepts in the business of sports entities • Understand the importance of a global marketing strategy in sport • Identify the term marketing Myopia in sport through an exercise.	
4.	Marketing Planning and Marketing plans	• Formulation of a business mission • Environmental analysis: internal, external, SWOT analysis • Formulation of goals • Strategy formulation • Program formulation • Marketing plan application • Feedback and Control	• Formulate a business mission • Develop environmental analysis and marketing research methods to meet the needs of sports entities • Formulate clear goals • Formulate marketing strategies • Formulate marketing programs • Foresee the application of a marketing plan • Develop a system for feedback collection and for the control of the implementation of a marketing plan.	• 5 T • 2 P
5.	Researching motivation in Sports	• The concept of motivation • Motivation in sports • Socialization, involvement and commitment •	• Pronounce a definition of motivation • Explain the importance of motivation in sports • Identify the concepts of socialization, involvement and commitment in sports	• 2 T • 1 P

6.	Team Identity	• Relationship policies with sports industry subjects • The process of creating a team's identity	• Develop a policy for fans and/or other members of a sports team, sport event participants or in sports in general • Define the process of creating a team's identity	• 2 T • 2 P
	Brand development in Sport	• Branding strategy in sports • Effects of branding on the success of a sports subject	• Develop a branding strategy for a sports subject (organization) • Interpret the influence of branding on the success of a sports subject	• 2 T • 1 P

Teaching Methods:

VERBAL METHODS:
oral presentation method, method of lecturing and teaching, writing method, method of conversation, case display method, method of discussion, problem solving method.

PRACTICAL METHODS:
practical working method, method of independent learning, **learning in an online environment.**

VLE Delivery:
VIDEO CONTENT – video materials intended for each of the module's topics
THEORETICAL CONTENT – reading materials created in order to broaden the video content
PRACTICAL CONTENT – various exercises that will foster the learning process
KNOWLEDGE ASSESSMENT – short quizzes; uploads of completed tasks will be expected
Note: The ratio will depend on the type of the module's topic, as it will put greater emphasis on *e.g.* theoretical content when the topic is introductory / practical content when the topic offers the greater opportunity to introduce various tasks.

Staff prerequisites: trainer in the field of the module in question

Literature and other information sources for students: Instructional Materials according to the Curriculum

Literature and other information sources for teachers:
• Bernard Mullin, Stephen Hardy, William Sutton: Sport Marketing, 3rd Edition eBook , 2007.
• Kotler, P., Upravljanje marketingom, Mate, Zagreb, 2001.
• Grbac, B., Meler, M., MARKETINŠKO PLANIRANJE - preduvjet uspješnog razvoja, Zagreb, 2007., avaliable at: http://eobrazovanje.mingorp.hr/UserDocsImages/2_Marketinsko%20planiranje.pdf

- Bartoluci, M., Ekonomika i menedžment sporta, Informator, Zagreb, 2003.
- Freuer, F., Sport marketing, Buchhandlung GMBH Mulin, Wiesbaden, 1992.
- Hardy, S., Sport marketing, SAD: Human Kinetics, 2000.
- Brooks, C. M., Sports Marketing: Competetive Business Strategies for Sports, SAD: Prentice Hall,1994.
- Zulić, A., Frapporti-Roglić, Maja: Psihologija i pedagogija sporta, avaliable at: http://www.hns-cff.hr/file/document/file/252-Psihologija5.pdf
- Terrell, J., Hughes, M.: High Productivity Results from Strong Team Identity,   avaliable at: http://www.cgrowth.com/articles/ctimes_1405a.pdf
- Constructing a team identity, avaliable at: http://magicofteams.wordpress.com/2012/02/28/constructing-a-team-identity/
- Olson, A., Building a Cohesive, Productive Team, avaliable at: http://www.woassociates.com/building-a-cohesive-productive-team/
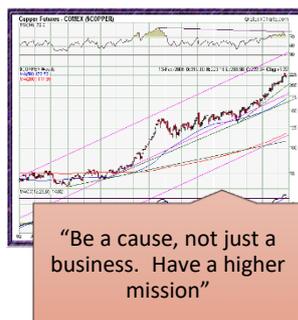
Topic 1. Introduction to sports marketing

The word *marketing* comes from the word *market*. It represents a group of buyers and sellers who are negotiating an exchange for something. It depends on audience, media, and business in today's fast pace market. It is the action of promotion and selling of products/services, which includes advertising and market research. It has to be based on the needs of a customer, while developing a demand for that specific product.

Philip Kotler is known around the world as the "father of modern marketing". He is the creator of Marketing as a field of academic study. Dr. Kotler is the author of Marketing Management (Pearson), now in its fifteenth edition and the most widely used marketing textbook in graduate schools of business worldwide. He has authored more than 50 other successful books and has published more than 150 articles in leading journals. He is the only three-time winner of the coveted Alpha Kappa Psi award for the best annual article in the Journal of Marketing. His research covers strategic marketing, consumer marketing, business marketing, professional services marketing, and e-marketing. He has been a consultant to IBM, General Electric, AT&T, Bank of America, Merck, Motorola, Ford, and others. He has lectured several times in Italy, Sweden, China, Japan, India, Indonesia, Australia, Mexico, Brazil, Chile, and many other countries.

Quotes from Philip:

"All customers are important but some are more important than others"

"Be a cause, not just a business. Have a higher mission"

"Calling a market "mature" is evidence of incompetence"

"Commodities are simply products waiting for a redefinition"

"Companies need fewer bosses and more self-managers"

The idea of exchange is important when we come to think about customer behaviour. Bagozzi (1974) pioneered an approach to understanding marketing as an exchange process, where a customer exchanges something of value, for example, money, with a supplier who is able to meet that customer's needs, for example, with goods or services that solve a problem. (Source: https://www.open.edu/openlearn/money-business/understanding-your-customers/content-section-1.4)

Five conditions that need to be present for the exchange to go through:

1) Minimum two parties involved;
2) Each one must have something which will be valuable to the other;
3) Each one must be able to communicate, as well as deliver;
4) Each one must be able and free to accept or reject the offer;
5) Each one must consider what is appropriate and desirable to negotiate with the other.

The value of this way of seeing marketing is that if you think hard enough about who is involved in the exchange, what is being exchanged, and what factors, internal and external, are influencing the exchange, you can predict and improve the outcomes of such exchanges. The study of customer behavior therefore includes not only a focus on customers themselves, but on the many factors that influence how they behave. (Source: https://www.open.edu/openlearn/money-business/understanding-your-customers/content-section-1.4)

Sports market – key features, types and structures

Perfect Competition

✓ Many small companies compete against each other
✓ One single firm does not have much market power
✓ The companies do not have the ability to influence market prices.

Monopolistic Competition

✓ Large number of small companies compete against each other
✓ They sell slightly differentiated products
✓ It gives them some degree of market power which allows charging higher prices

Oligopoly

✓ It is dominated by a small number of companies
✓ limited competition
✓ The companies have the option to compete against each other or to collaborate

Monopoly

✓ A single company controls the entire market, with the highest level of market power
✓ Customers do not have any alternatives

Monopsony

✓ A single buyer controls the market and has market power over sellers

I. Consumer markets

✓ Marketing of consumer goods is getting more difficult because of the constant increase in consumer awareness and knowledge about the products
✓ They are given plenty of choices.
✓ Brand loyalty is at its lowest, and needs to be considered along the costing part which is many times too high

Characteristics of this market are:
✓ high competition
✓ high expenses
✓ penetration pricing

1. Business markets

They also involve selling of projects

Characteristics of this market are:
- ✓ the time taken to close the deal
- ✓ buying at lowest possible price

II.   Global markets

- ✓ Globalization has made huge impact on everything from transport, all the way to government policies.

Characteristics of this market are:
- ✓ global presence
- ✓ the way they customize their message

III.   Government or nonprofit markets

- ✓ Their concepts are based on different beliefs. Some companies are able to create excellent brand name and are able to be recognized by others of significance.

Characteristics of this market are
- ✓ limited purchasing budget
- ✓ the price of products is important
- ✓ purchase process is organized

The field of sport marketing is infused in virtually all aspects of sport management. The principles and tools of sport marketing represent the essential knowledge sport managers require in order to position their sport, association, club, team, player, code or event in the highly competitive sport market (Introduction to Sport Marketing,.)

Sport marketing is the application of marketing concepts to sport products and services, and the marketing of non-sport products through an association to sport. Sport marketing therefore has two key features. First, it is the application of general marketing practices to sport-related products and services. Second, it is the marketing of other consumer and industrial products or services through sport. (Introduction to Sport Marketing,).

As the needs and demographic makeup of sport consumers have become more complex and as competition for the spectator and participant dollar has increased, the demand for professional marketing has also grown. Professional teams, small colleges, high schools, sport clubs, and youth programs have all looked for a better way to attract and maintain consumers. Among other things, they know that they compete for time and money with a host of rivals, including malls, mega movie complexes, Internet providers, concerts, and museums. Today's marketers clearly need a rational, coherent system that can match sport consumers with sport products.

Sports marketing theory is built on:
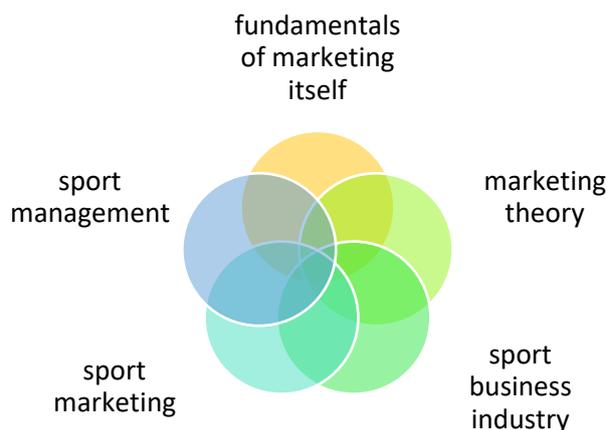
Sport marketing is becoming an academic discipline with two areas of focus:

Definition of sports marketing

Involves selling of sports events to sports participants and sports spectator)

Study and practice of management and business principles.

Broadly defined, marketing is a social and managerial process by which individuals and organizations obtain what they need and want through creating and exchanging value with others. In a narrower business context, marketing involves building profitable, value laden exchange relationships with customers. Hence, marketing is the process by which companies engage customers, build strong customer relationships, and create customer value in order to capture value from customers in return[1].

Sport marketing knowledge is developing from the following fields:

- ✓ Sport studies (sport management, sport sociology, sport psychology, sports information, leisure management, recreation administration, legal aspects of sport, sports tourism)
- ✓ Business (marketing economics, finance, business law consumer behavior)
- ✓ Communications (journalism, public relations, media studies, advertising, broadcasting)
- ✓ Social sciences (human relations, cultural studies, population studies, labor market studies)
- ✓ Technology (e-commerce, Web business, internet marketing, Web platform).

Market segmentation
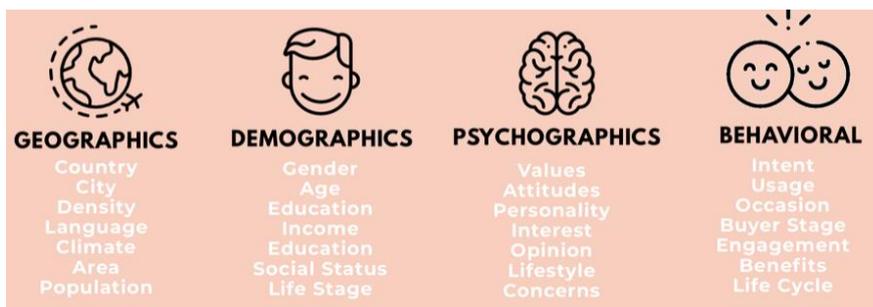
Segmentation criteria

- • **Identifiability** must be measurable and identifiable

one of the four major requirements (with actionability, accessibility and substantiality) for useful market segmentation; Measurability, sometimes referred to as Identifiability, expresses the notion that the size and purchasing power of the segment must be able to be measured.

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[1] The American Marketing Association offers the following definition: "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." See www.marketingpower.com/_layouts/Dictionary. aspx?dLetter=M, accessed September 2016.

- **Substantiality:** must be of a size to justify marketing mix

one of the four major requirements (with accessibility, actionability and substantiality) for useful market segmentation; substantiality expresses the notion that the segment chosen as the target market must be large enough to be profitable. Also referred to as Significance. See Accessibility; Actionability; Measurability.

- **Accessibility:** must be reachable with the marketing mix

one of the four major requirements (with actionability, measurability and substantiality) for useful market segmentation; accessibility expresses the notion that the segment targeted must be able to be reached and served adequately by the firm's promotion and distribution system.

- **Responsiveness:** must respond to a marketing mix customized to that specific segment.

Responsive marketing aims to combine the strengths of traditional, planned marketing with real-time marketing. Responsive marketing involves planning future marketing campaigns around events expected to occur in the future, while simultaneously being attentive to current consumer trends as they change towards the selected future event.

Responsive marketing sacrifices the short-term agility of real-time marketing for long-term gains that you can attain from incorporating planning into your marketing campaigns. (Source: https://www.lido.app/post/responsive-marketing).

Who are sports business consumers?

The Consumers and it's factor that affects sport marketing strategy
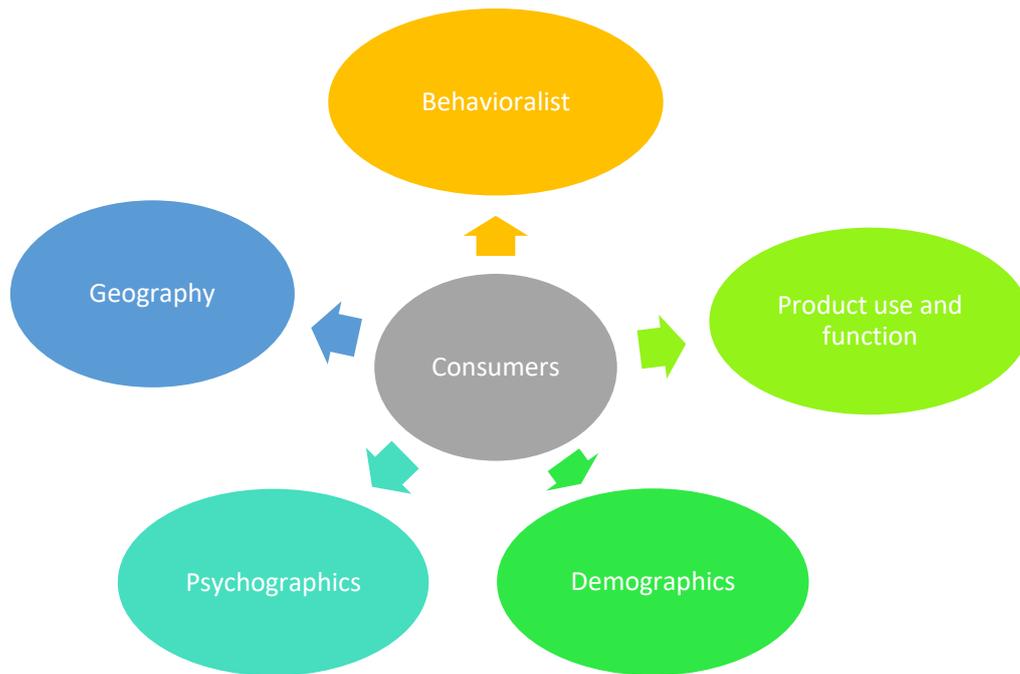
Source: Pitts and Stotlar, 2007.

Today's consumers have higher expectations than ever before. Dramatic improvements in media, communication and transport have made the world's economy more connected. Products developed in one country have become increasingly attractive in other parts of the world. However, entering markets in other parts of the world is not an easy task. Entrant's face many different challenges as they try to develop their brand profile. This is especially evident in mature markets like European and US markets. These markets have a number of long-established brands. The awareness and brand loyalty that exists for established brands form a barrier to entry for new organizations.

Industry segmentation

Segmentation is the concept of dividing a large, diverse group with multiple attributes into smaller groups with distinctive characteristics. These distinctive groups have similar needs and desires, and hence will respond to marketing efforts in similar manners. The concept of segmentation is basic to all marketing efforts, as the goal of segmentation is to identify the market. One of the biggest challenges for marketing professionals is to determine the appropriate segment to market. Some of the major factors utilized to choose a segment includes:

- ✓ What is the size of the segmented market?
- ✓ What is the purchasing power of the segmented market?
- ✓ How can the marketer be sure that the product is what the consumer wants?

- ✓ Is it worth marketing the product to the chosen segment?
- ✓ What tactics should be used to attract the segment to purchase the sport product?

It involves an analysis and can be conducted in a manner similar to consumer segmentation.

Main purposes for industry segmentation are:

- ✓ competitive strategy formulation;
- ✓ identifying marketing opportunities and threats;
- ✓ developing an appropriate marketing mix;
- ✓ informing resource allocation.

Two forms of brand development relevant to the sport product

I.   Line extensions:

Line extension refers to the expansion of an existing product line. For instance, a soft drink manufacturer might introduce a "Diet" or "Cherry" variety to its cola line, while a toy manufacturer might introduce new characters or accessories in its line of action figures. In short, line extension adds variety to its existing product for the sake of reaching a more diverse customer base and enticing existing customers with new options.

➡ e.g. Coca-Cola's versions of regular, diet, caffeine, caffeine free and Zero, or Test match cricket, one- day cricket and Twenty20 cricket).

When expanding, a brand can use its name on new products and services in a category that is already being served by that brand or in a different category. The new offerings in the first case are considered line extensions and the ones in the latter case are considered brand (category) extensions (Keller, 2003). Examples of line extensions Extending sports brands 195 include products that differ from the core product in terms of their flavor, texture, intended use and so on. For example, Coca-Cola has introduced several variations of its cola product, such as Diet Coke, Vanilla Coke, Cherry Coke, and, more recently, C2. However, Coca-Cola also offers a variety of other products (collectibles) that bear the Coca-Cola brand name and marks but are not part of the caffeinated beverage category, such as posters, containers and glasses. Those products are considered brand extensions. In the sport setting, ESPN's ESPN2, an affiliate television station, is a line extension; however, ESPN: The Magazine is a brand extension of the network.

II.   Brand extensions:

Brand extension refers to the expansion of the brand itself into new territories or markets. For instance, if a soft drink manufacturer unveils a line of juices or bottled water products under its company name, this would constitute an example of brand extension. The brand, or company, is an established name, and so the name alone can serve to drive customers to try new products completely unrelated to the older product lines.

➡️ e.g. Sony, DVD cameras, laptop computers, Bluetooth audio, or AFL Shops, AFL World, and AFL Travel)

In the recent years, sport organizations have extended their brands to offer a number of peripheral products and services. Research in the area of sports brand extensions suggested that most of the extension products that are introduced by US professional teams are sport related, entertainment related, media related or information related (Apostolopoulou, 2002b). A number of other extensions have been introduced by sports clubs that are conceptually more distant from the parent brand (low perceived fit). Examples of those include toiletries, health and fitness clubs, art galleries and credit cards (Apostolopoulou, 2002b; Chadwick and Clowes, 1998). Although that technique has not been very prevalent in sport, the NBDL, a minor league of the NBA, has been examined as a step-down extension of the parent league (Apostolopoulou, 2005). That case discussed a number of distancing techniques that were used to create a close connection originally and a conceptual distance later on between the parent brand and the extension.

Sport promotion industry segments:

Promotional media or through team corporate and marketing partners is imperative for the success of those extensions. Various forms of advertising, sales promotions and public relations should be used to communicate information about the team's extensions and also to create excitement among team supporters.

- ✓ Promotional Merchandise: with a logo, such as caps, key chains, mugs, hats, t-shirts, pens, etc.
- ✓ Promotional Events: an event along with a main event in order to bring attention to the product (e.g., golf tournament promoting pre-game and post-game events surrounding Super Bowl)
- ✓ The Media: Television, radio, print media for coverage of sporting events which does the promotion
- ✓ Sponsorship: sponsorship company is providing funding for a sport event, in order to gain exposure, while the marketers use those funds to manage the event. It is a two-way tool.
- ✓ Endorsement: same like sponsorship; two-way tool.

Topic 2 Application of Marketing in Sports

Sports are classified by:

- ✓ Levels
- ✓ Mainstream or non-mainstream/niche

Difference between mainstream and non-mainstream/niche sports is defined by:

Popularity (mainstream)

Uniqueness

Star power (mainstream)

Player skill (mainstream)

Accessibility (mainstream and non mainstream-niche)

Affordability (non mainstream-niche)

Player similarity (non mainstream-niche)

Sport marketing has developed from general marketing and is focused on promotion of:

- ✓ Sports events
- ✓ Sports team
- ✓ Products/services through sport events/sport teams

Sports marketing mix adds another four to marketing mix 4P's:

Sport marketing is one of the concepts of marketing and special technique which includes promotion of the sports, products and services through sports and events by brand ambassadors related to sports, film stars. Marketing includes 4p's product, price, place, promotion. Whereas, sports marketing includes 4p's namely,

Marketing mix which is known also as the 4Ps is a widely accepted theory in marketing and sport marketing. According to Harvard Business Review, the widespread use of the marketing mix (4Ps) concept led it to be integral in the organization of marketing courses (Shapiro, 1985). The concept is utilized in both theory and practice, by academicians and practitioners, since its origin is more than half a century ago. The marketing mix has four elements that start with P: Product, Price, Place, and Promotion. Criticizing the marketing mix is not new to marketing research. Due to doubt caused by emerging marketing trends such as marketing of services, relationship management, and social media, new marketing models were needed to serve marketing practitioners (Dhas, 2014).

Sport marketing management utilizes the marketing mix. The marketing mix is crucial in the marketing industry and most of any sport marketer's time should be spent developing this cornerstone. The

importance of marketing mix for a sport context is caused by the fact that its elements define the sport business (Pitts, Stotlar, 2013).

Various sectors in the industry are involved in the promotion of sport, such as:

- Broadcasting
- Advertising
- Social Media
- Digital platforms
- Ticket sales
- Community relations

Sport marketing professionals oversee the promotion of sports events and teams, including broadcasting, advertising, social media, digital platforms, ticket sales and community relations. They generally love sports and understand the history, attitudes and environment of players and fans. Top traits for careers in this area: analytical, creative, excellent communicator. The median annual wage for jobs in the marketing and promotions industry, according to the U.S. Bureau of Labor Statistics, is $63,000. (https://www.kellogg.edu/)

Sectors of sports marketing are:

- ✓ Advertising of the sport, sport teams and sport associations
- ✓ Promotion of products through sport events, teams and athletes
- ✓ Promotion to the general public with the goal of higher participation

Sports fans

Just like any other product, sports fans demand team output and are willing to pay for it. What makes sports consumer demand team output? The answer is that all of the characteristics of the sports product – the beauty of athletic prowess, absolute and relative team quality, and the thrill of victory or the agony of defeat.

Fans in sports are different then any other customers/consumers. In general, their loyalty is developed for a longer period of time. They are also different among themselves, based on various factors, such as:

- loyalty
- identity
- motivation to attend
- economic attachment
- emotional attachment.

The sport fan may be classified into five groups. The classifications of fans were based on incentive to attend game and on type of loyalty, see table 1. First, aficionado is a fan, who is loyal to the sport and

not to a specific team. He/she wants to see games with good quality performances. Second, theatregoer has only little loyalty to the team and is thrilled by the entertainment and enjoyment provided by the game event. There first two classes have in common that their behaviour is driven by attraction to the sport and not by attachment to team. In turn, the latter three classes are all attached to a team. Third, passionate partisan identifies him/herself strongly with the favourite team. He/she is faithful, attends games often and follow team through good and worse. Fourth, success excites the champ follower. Loyalty lasts as long as the team is successful. The reclusive partisan is loyal to the team, but attends games only occasionally. (British Journal of Marketing Studies Vol.5, No.4, pp.36-48, April 2017).

Ways of marketing through sports

- ✓ sponsoring events
- ✓ sponsoring teams
- ✓ sponsoring athletes

It offers a two way and active communication with fast response

- ✓ global communication
- ✓ interaction channel

Most popular social media platforms used by clubs, teams and athletes are:

- ✓ Facebook
- ✓ Twitter
- ✓ Snapchat
- ✓ Instagram

Social media channels, including blogs and video channels, are changing the nature of sport reporting for journalists as well. A study by La Trobe University's Centre for Sport and Social Impact, Web 2.0 platforms and the work of newspaper sport journalists, found that Australian sports journalists are now required to research and report news across multiple platforms.

This changing media landscape, where sports organisations can tell their stories directly to their fans through their own social or digital channels, is making it more difficult for traditional news journalists to get access to athletes or coaches. The organisation's media department often holds the power to decide which player appears, where and when, and it's becoming more common that their own channels win.

Advantages of social media

- ✓ building brand awareness
- ✓ it is easy
- ✓ it is cost effective

- ✓ possible to reach larger audiences
- ✓ two way communication and engaging
- ✓ creating brand advocates
- ✓ promotion and marketing

It is important to use social media wisely, and be careful with the posts which can impact the image.

Marketing and promotion through sports is done via:

- ✓ sponsorship
- ✓ corporate events
- ✓ corporate boxes
- ✓ licensed merchandise
- ✓ endorsement
- ✓ clothing advertising
- ✓ equipment advertising
- ✓ social media

What are the benefits of sports marketing that stakeholders get?

- ✓ revenue from tickets, media rights, sponsorship
- ✓ revenue from taxes
- ✓ exposure.
- ✓

Before an analysis of the organisation is complete, its stakeholders need to be considered. Stakeholders are all the individuals, groups and organisations that have an interest in a sport organisation. These stakeholders might include employees, players, members, the league, association or governing body, government, community, facility owners, sponsors, broadcasters and fans.

How does a person choose a team to follow?

- ✓ they live in the city and it is the local team they cheer for
- ✓ favorite player within that team
- ✓ friends or parents follow that club
- ✓ the club has a winning tradition

Ways for fans to view sports

- ✓ mobile
- ✓ social
- ✓ VR

It results in lower incentives for fans to actually come and attend all sporting events in person and live. There is a lot of pressure on big stars in sport, to pull of a voice for the brands they represent. Smaller sports are obliged to rely on attendance for revenue. This requires plenty of efforts from marketing department in order to reach target audience and enhance attendance.

What is Marketing Myopia?

Marketing from point of view of the company trying to fulfill their needs first, instead of focusing on the consumers/customers as priority. It is short sighted, and normally happens when the company puts its efforts solely on sales and profit.

Topic 3. Marketing planning and marketing plans

Sport marketing should be seen as the collection of planning and implementation activities associated with the delivery of a sport product or service. Prior to any sales, a sport product or service must hold a place in the mind of a consumer. In practice, this demands that a consumer is aware of the sport product or service and has responded to it in some way. The process of cultivating such a response is known as branding, and when a sport brand has grasped a firm place in consumers' minds, then it is said that it is positioned.

The first activity in stage 1 prescribes an analysis of the internal and external environments in which a sport organisation is placed. The internal environment refers to the unique circumstances of the sport organisation for which the plan is developed. It is therefore essential to determine the strengths and weaknesses of the sport organisation. For example, a local football club may be strong in terms of its positive community profile and the support it receives from a regional association which provides access to a well-organised competition structure. However, the club may be weak in financial terms and may have difficulty in attracting young players. The external environment refers to the marketplace in which a sport organisation operates. This includes the immediate sport industry as well as the national and international context. In fact, it is important to understand the industry-related external environment, the nature of competitors, and the broad national and global environment. In the example of a local soccer club, an analysis of the external environment may reveal that soccer is not a popular sport in the region, or that there is limited government support for its development. These external factors may also have a strong influence on the specific strengths and weaknesses of a sport organisation. (Introduction to Sport Marketing, Aaron C.T. Smith).

The first step of the Sport Marketing Framework recognises that it is important to conduct preliminary research and analysis before it is possible to make sensible marketing decisions. It is important, for example, to know what opportunities exist in the marketplace, what competitors are doing, what a sport organisation is good at doing, and what consumers actually want. The first stage of the sport marketing process is therefore to identify sport marketing opportunities. This involves analysing the market and consumers, as well as the organisation for which the plan is being constructed. It is important to realise that the three parts of stage 1 should be conducted at approximately the same time, as the three analyses are interconnected.

Identify Sport Marketing Opportunities.

The sport marketing framework
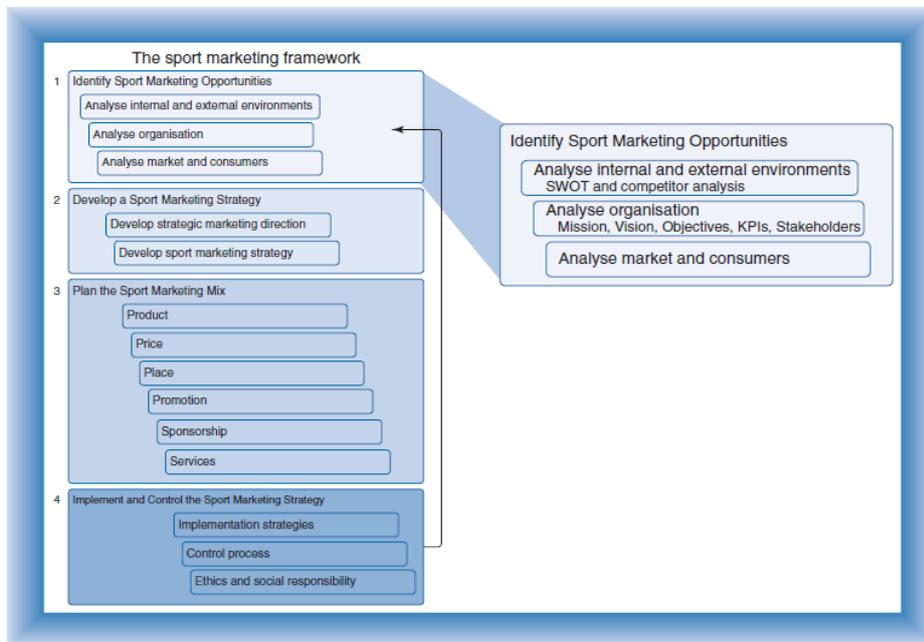
Source: (Introduction to Sport Marketing, Aaron C.T. Smith).

Marketing plan consists of marketing strategy and tactics. It is made for specific period of time and it covers:
1. Goals
2. actions
3. costs

Marketers need to estimate the costs of the prepared marketing plans for its application.

Goals are something that a company desires and plans to reach in the future. Even though, goals can be achieved in different ways, we use strategy to help us identify the best ones

SMART Goals is an acronym for:
• Specific
• Measurable
• Achievable
• Relevant/realistic
• Timely

When developing a marketing plan, this statement offers fundamental guidance in the development of a strategy, as it should be consistent with the stated purpose of the organisation. For example, imagine

that a community sport organisation states that its mission is to provide access to physical activities for people with an intellectual disability in a given area. This basic guidance would be a useful starting point in developing a marketing plan.

Marketing plan consist of:

- ✓ Situational analysis
- ✓ Objectives
- ✓ Strategy
- ✓ Tactics
- ✓ Budget
- ✓ Controls

Strategy is a plan of goals, wanted to be achieved, but with some uncertainty It comes from two Greek words, "Stratos" and "Ago", meaning "army" and "leading". Program formulation starts after the strategy has been set. It is a way of implementing it in order to successfully achieve the desired goals.

To understand marketing effectiveness of the company, marketers use:

- ✓ in store observation
- ✓ data mining
- ✓ in depth interviewing
- ✓ questionnaires and surveys
- ✓ focus group research

+ Marketing Mix 4P's (Product, Price, Promotion, Place) and 7 P's (People, Process, Physical Evidence)

What is 4c'S?

4C's marketing model is an extension of marketing mix, and consists of following:
COST
- • when someone purchases a product or service, the cost is not only cost of the product/service itself

CONSUMER WANTS AND NEEDS
- • it is essential that marketers research deeply what the consumer needs, wants and desires

COMMUNICATION
- • two-way street with consumers, developing a dialogue will help deliver what the consumers want and need

CONVENIENCE
- • - it is important to make the product/service convenient to purchase, for e.g. with locations of possible purchase.

It is essential for every company, to follow results and the environment. Market is changing very fast, and the companies' strategies and objectives need to change as well, according to the external changes and need! It is important for the plans to be under review, evaluation and comparison. Evaluation will help looking into data and check whether the company has achieved the objectives

Topic 4. Researching motivation in sports

Word "motive" as a verb means: *Moving into action*

Motives:
- ✓ forces fulfilling human need in a certain period of time
- ✓ stand behind each and every action of humans
- ✓ planned process of management
- ✓ they stimulate people

It is essential that company management provides motivation to people, so they do the best of their abilities and reach desired goals

Motivation has its features:
- ✓ Personal and internal feeling (psychological)
- ✓ Based on needs
- ✓ Continuous and ongoing
- ✓ Positive or negative
- ✓ Planned process
- ✓ Different from job satisfaction
- ✓ Motivations need to be created and sustained in the working environment, which includes sport as well.

Specific objectives can be reached, such as:
- ✓ high efficiency - motivation increases productivity
- ✓ better image
- ✓ facilitates change - motivation can help overcome resistance
- ✓ human relations.

Why do athletes participate in sports?

Reasons can vary:
- ✓ Hunger for physical activity
- ✓ Competition
- ✓ joy of belonging to a team.

How can coaches improve an athletes or teams performance?

By finding the right MOTIVATION for every player/team and specific situation!!

Types of motivation

Extrinsic motivation

- ✓ from an outside source
- ✓ can be tangible or intangible
- ✓ tangible: material (trophies, medals)
- ✓ intangible: praise, recognition, achievement

Intrinsic motivation

- ✓ from within the athlete
- ✓ natural desire
- ✓ enjoyment in repetition
- ✓ supported by goals

Theory of vitality

- ✓ influences future capacity for performance
- ✓ if an athlete keeps winning and enjoys the game, their intrinsic motivation is satisfied which results in rise of vitality and motivation to keep going
- ✓ in another scenario, if athletes are motivated extrinsically and without achievement, the vitality goes down and motivation to continue is lost

Sandwich theory

- ✓ motivates athletes to improve as an equal member of the team
- ✓ sense of pride and inclusion is there
- ✓ when criticism takes place, need between positive reinforcement is "put into sandwich"
- ✓ athletes are motivated to improve

Amotivation

- ✓ lack of motivation due to various reasons
- ✓ sense of capacity and ability is gone
- ✓ coaches need to help them build self esteem

Sport's involvement

BEHAVIOURAL INVOLVEMENT (hands on "doing")

- ✔ playing
- ✔ practice
- ✔ competition

COGNITIVE INVOLVEMENT (information and knowledge on sports)

- ✔ stats
- ✔ analysis
- ✔ conversations

Affective involvement (emotions, attitudes a consumer has on activities)

Motivation in sports is important, to help us understand following:
- ✔ why some athletes are more successful then others
- ✔ why some athletes make certain sacrifices, while others don't
- ✔ understand continuous participation in practice and exercise.

Topic 5. Team identity

What are teams?
- ✓ A number of players, competing on one side
- ✓ They have a common goal that they want to achieve.

What is identity?

It is:
- ✓ who you are?
- ✓ the characteristics that you have
- ✓ the way you think about yourself
- ✓ the way others see you.

Team identity in sports is focused on group of players on one side, gathered as a group in order to accomplish common goals, while representing core values and what they stand for, with the aim of increasing loyalty and trust from fans, and attract sponsors!

Resources needed when establishing team identity:

- ✓ time
- ✓ energy
- ✓ intention

Team identity 4c's

Clarity
- •team's mission and vision, goals, team members level of authority

Commitment
- •encourage it

Contribution
- •strengths and weaknesses of the team

Concerns
- •opportunity to express concerns and comments within the team

Activities used to build team identity:
- ✓ team meetings
- ✓ team names
- ✓ co-location of team members
- ✓ team rituals
- ✓ engage the team to accomplish from beginning on

Acceptable behavior on a team is created by the norms of culture. This norm should be clear, so that everyone on the team follows them and behaves in same/similar way.

Motivation in sports is important, to help us understand following:
- ✓ Why some athletes are more successful then others
- ✓ Why some athletes make certain sacrifices, while others don't
- ✓ Understand continuous participation in practice and exercise

When the culture is clearly defined and understood by everyone, the team members will feel the need to support it. *That will have an impact on:*
- ✓ functionality of the team
- ✓ the way the team members get along
- ✓ how they perform
- ✓ results

Brand development in sport

The right brand for sports professionals is a way to show what they stand for within the industry. It gives fans something concrete to identify with and makes it easier to be recognized amidst competitors. On the surface, brand may seem like little more than a professionally designed branding logo and color scheme. So, why is it so important that you invest in developing a solid branding and sports marketing strategy?

- ✓ A good brand should present emotional benefits in addition to other benefits.
- ✓ Price and sales are not as important as is growing the relationship with their customers and developing social responsibility.
- ✓ CSR has become a very important tool for brands and companies.
- ✓ Caring for the people and the environment makes an effect.
- ✓ Every company should decide what their brand's meaning is.
- ✓ It must have a personality.
- ✓ Those shall then be shown and exposed through activities of marketing.
- ✓ Partners of the company must also comply with the brand personality and deliver the experience expected.

Brand management myopia is happening

Companies are under focused on the customers, and tend to put more efforts on the product and brand.

Activities that could benefit the companies:
- ✓ build corporate brand and create an image of quality and value
- ✓ use brand managers and hire people who will live the brands value proposition
- ✓ create positive customer experience touch with events, news, person to person contact, seminars and other activities
- ✓ deliver basic essence of the brand
- ✓ measure effectiveness by customer satisfaction, retention and perceived value

Brand consists of:
- ✓ The name
- ✓ Logo

Brand characteristics
- ✓ differentiating
- ✓ understandable
- ✓ memorable
- ✓ have associations
- ✓ customer loyalty
- ✓ perceived quality
- ✓ name recognition.

A successful brand is a brand that aligns with buyers needs and adds value to match those needs

Brand = core product + perceived product

Brand as a sport brand is:
- ✓ Cool
- ✓ Best in the business
- ✓ Has quality reputation
- ✓ Cool athletes wear them
- ✓ Accepted by peers

Brand equities:
- ✓ brand awareness
- ✓ brand associations
- ✓ brand loyalty
- ✓ perceived quality

All those four components are part of tangible and intangible value

Marketers use brands to simobolise:
- ✓ status
- ✓ lifestyle
- ✓ prestige
- ✓ physical comfort
- ✓ psychological comfort

Sport brands have potential power due to:

- ✓ sport customers identifying themselves with the sport
- ✓ personal attachment and emotions
- ✓ sport surpasses any cultural, geographical and demographical barriers
- ✓ variety of sports
- ✓ high media exposure
- ✓ free publicity