



Lecture 4

Attracting Customers – Marketing Sport Events

BMSM6006: Strategic Sports Events Management



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Teaching Week	Week Commencing	Sessions Details
2	27/09/2021	The Sports Events Industry
3	04/10/2021	Politics, Feasibility and the Bidding Process
4	11/10/2021	The Planning Process
5	18/10/2021	Sports Event Marketing
6	25/10/2021	Sports Event Sponsorship
7	01/11/2021	Financial Planning and Event Implementation
8	08/11/2021	Enterprise Week – No lectures
9	15/11/2021	Impacts and Legacy
10	22/11/2021	Sports Event Tourism
11	29/11/2021	Research and Evaluation
12	06/12/2021	Recap and Case Studies
Christmas Vacation		
Monday 13th December to Friday 31st December		
	03/01/2022	Revision lecture (TBC)

Assignment
due 26.11.21.



Session Aims



- **Recap week 3**
- **Strategic Sports Marketing: core concepts**



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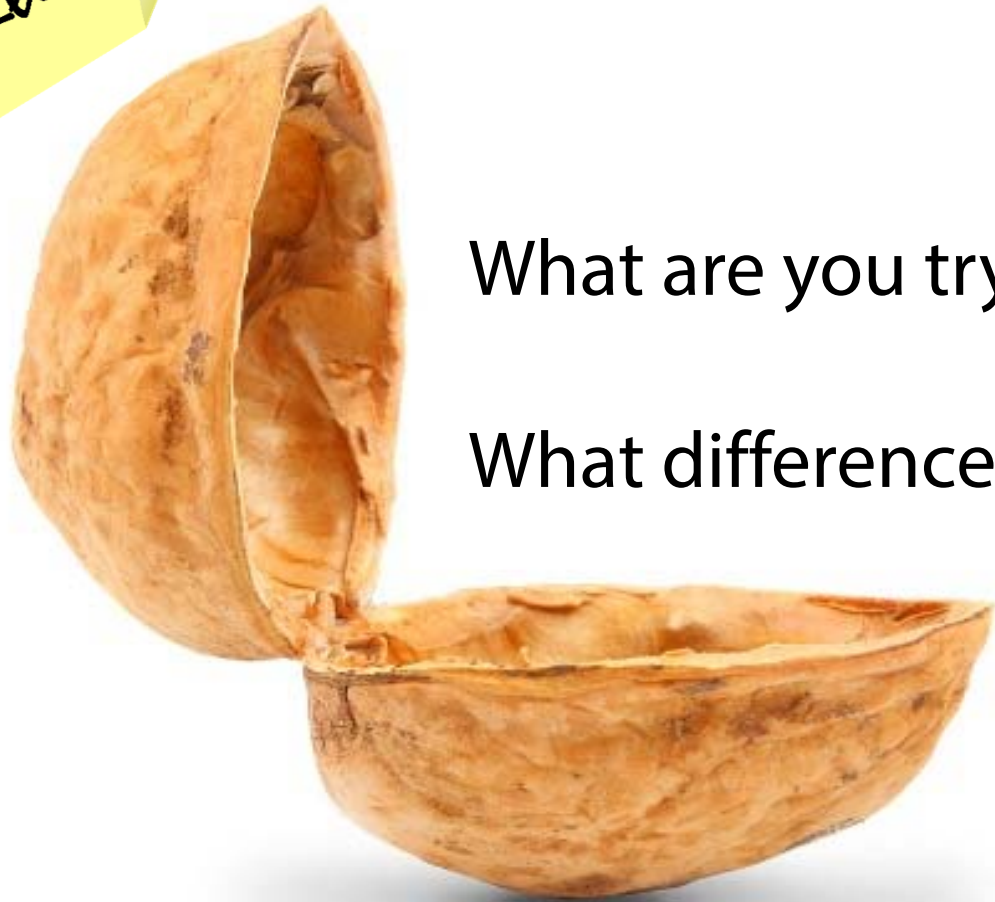
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Objectives (n.b. SMART)

- What is the purpose e.g. increased participation?
- What and who will it benefit and how?
- What type of benefits – political, social, cultural, environmental, sports, economic and other benefits?
- How long will these benefits last? Will your event have a legacy?

Source: Masterman (2014)



What are you trying to achieve?

What difference will the event make?



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Concept

What is the event and what will it look like?

- Moment to undertake **situational analysis (SWOT, PEST)** and competitor analysis – especially if a bid is involved.
- Must consider scale, timings, locations and venues, facilities required, and target markets.
- Identify strategic partners.
- Identify all internal and external decision makers.
- Identify stakeholders and organisers.
- Ensure concept is aligned with objectives.

Source: Masterman (2014)



Event Feasibility

Basically.... the feasibility stage determines whether the event can deliver the objectives. It tests the concept (Masterman, 2014:85).



Week 3 Independent Study Tasks

1. Draft a **Mission Statement** for your event

A mission statement should be a central statement that defines what the business is and what will become. A well defined mission statement should be the starting point for formulating marketing strategy. E.g. Reebok “to be the best fitness brand in the World”.

2. Draft the **main objectives** for your event
3. Identify your event’s **strategic partners & stakeholder**



Please complete & feedback in Lecture 4.

Marketing?

What is the purpose of
marketing?

What does marketing entail?



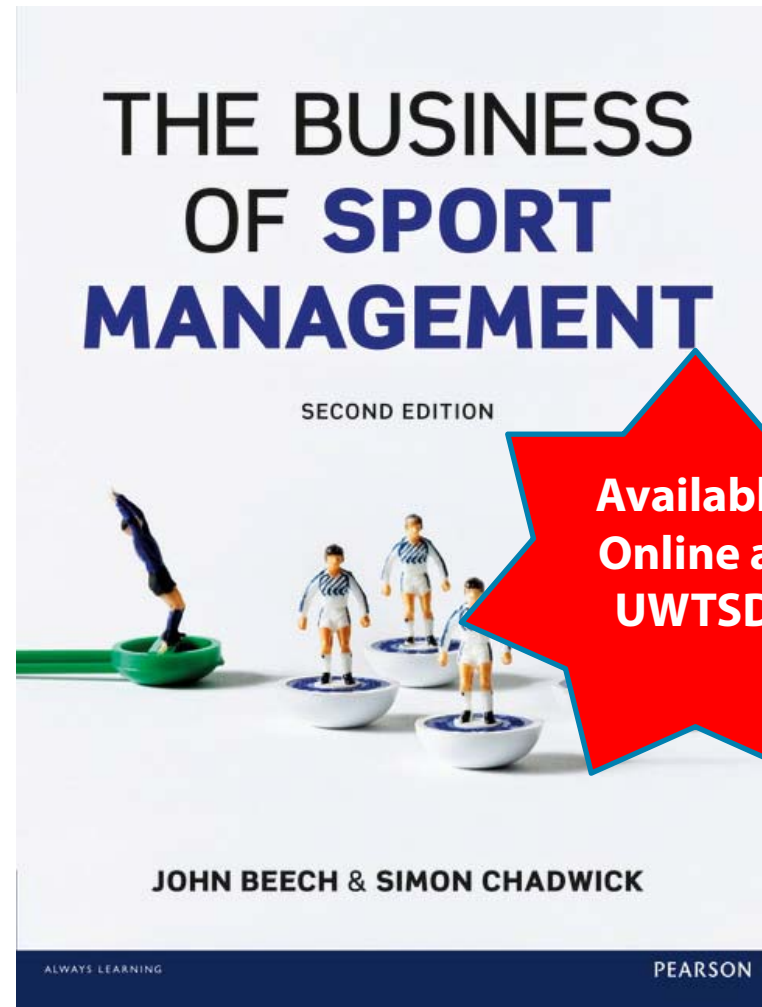
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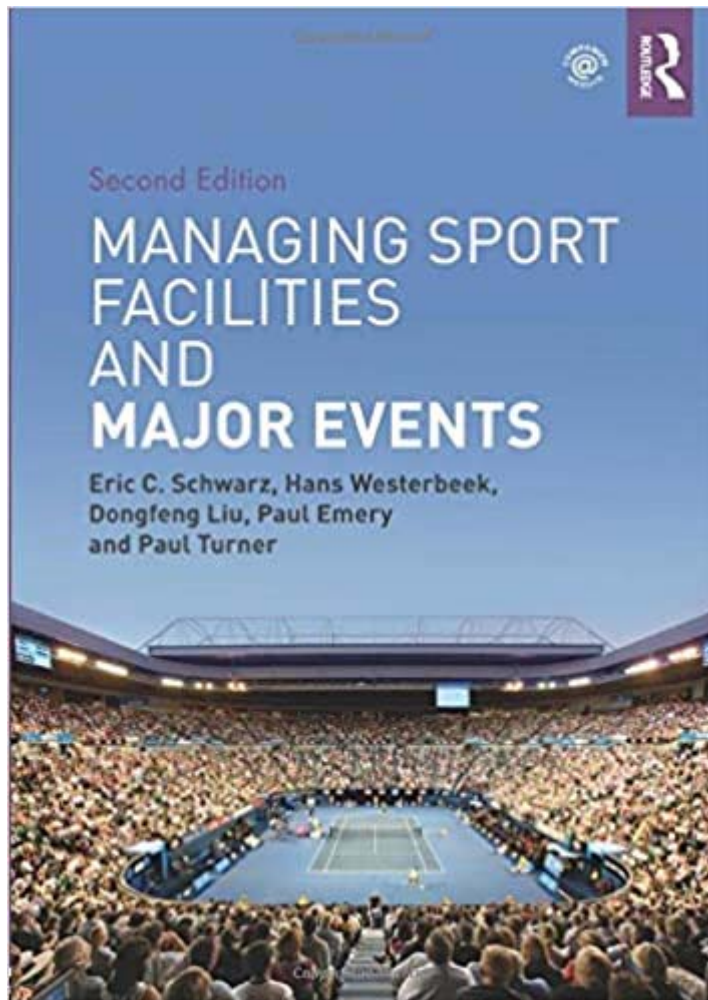
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Recommended
reading:

Chapter 6 – Sport
Marketing

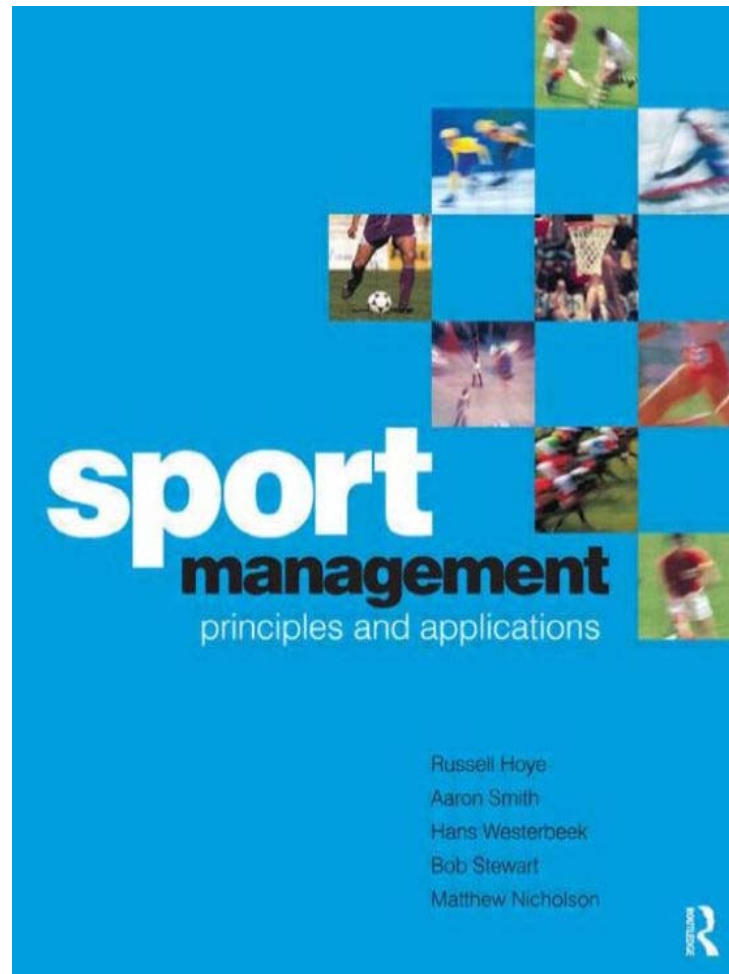
Chapter 9 – Strategy
and environmental
analysis in sport





Chapter 8 – Attracting Customers: Marketing Sport Facilities and Events

SBC Library



Chapter 11 – Sport Marketing

SBC Library



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What purpose does marketing serve?

“Marketing serves not just to ensure that there is awareness and energy surrounding the event, but also to ensure that it receives vital external funding through sponsorship,” Parent and Smith-Swan (2013, p.97).

Why market through sport events?

“The ability of sport events to tap into the emotion and passion of consumers offers the marketer unparalleled opportunity to connect with them at a personal level,” Parent and Smith-Swan (ibid).

Sport Marketing Defined

*“Sport marketing is the specific application of marketing principles and processes to **sport products and content** and to the marketing of **non-sports products and content** associated with a sport,”* Shank (2005) in Foster et al (2016, p.242).



Services and Goods

Four unique characteristics of services:

1. Intangibility – cannot be touched
2. Perishability – cannot be stored
3. Inseparability – produced and consumed simultaneously
4. Variability – services can be inconsistent.

(Shilbury *et al.*, 2014)



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WIMBLEDON IN DATA

 linkfluence



How much social exposure does Wimbledon provide for brands?
Each day we will monitor and evaluate the social performance of the official Wimbledon sponsors using our social media intelligence tool - Radarly.



MOST MENTIONED



MOST RETWEETED



NEW FOLLOWERS



MOST VIRAL TWEET



 @linkfluenceUK

 www.linkfluence.com

DAY 2



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2 areas of Sport Marketing

1. Marketing through sport – “the use of marketing strategies and tools by non-sport organisations to market products and/or services through sport” Foster et al (2016, p.243).
2. Marketing of sport – “the use of marketing strategies and tools by sporting organisations and athletes to market or co-market their own properties, services, facilities, events and personas,” Foster et al (2016, p.243).

Through sport or of sport?



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Through sport or of sport?



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The Sport Marketing Framework

- 1. Identify sport marketing opportunities (market research).**
- 2. Develop a sport marketing strategy.**
- 3. Plan the marketing mix.**
- 4. Implement and control the strategy.**

Hoye *et al.* (2012, p.205)



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- ❑ Market research is a vital part of most successful marketing strategies
- ❑ Marketers are typically seeking answers to the 5 Ws – who, what, when, where, why, and how. For example:
 - Who is the event's target market?
 - What does my consumer want from the event?
 - Where does my consumer learn information about my event?
 - When is the event most accessible to consumers?
 - Why are my consumers interested in the event?
 - How do consumers perceive my event relative to competitors?

Source: Parent and Smith-Swan (2013, p.118).

Key Marketing Strategy Concepts

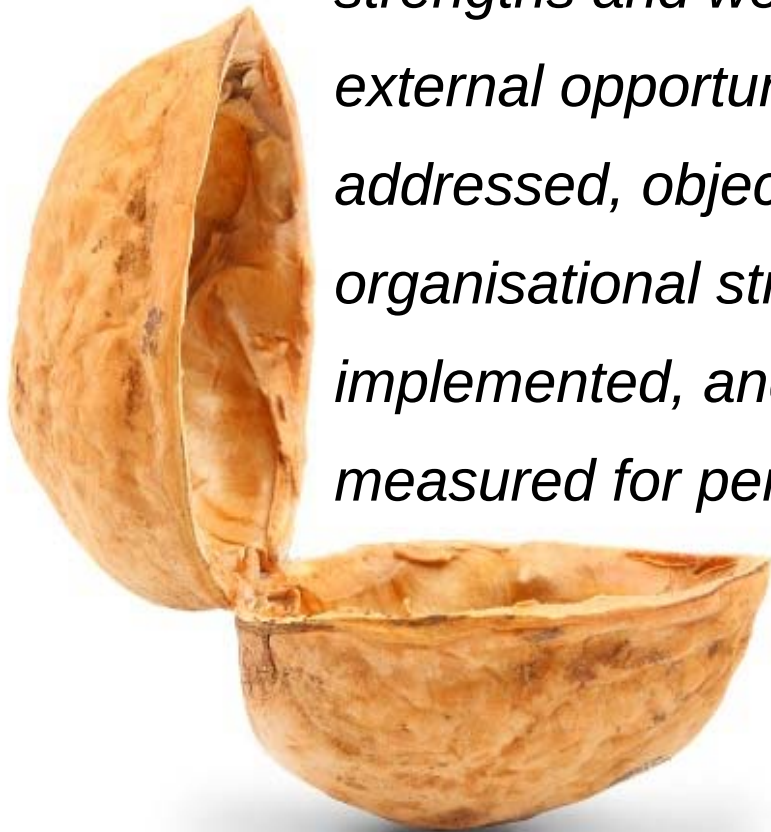
- Environmental Analysis
- Situational Analysis
- Market Segmentation
- Marketing Mix

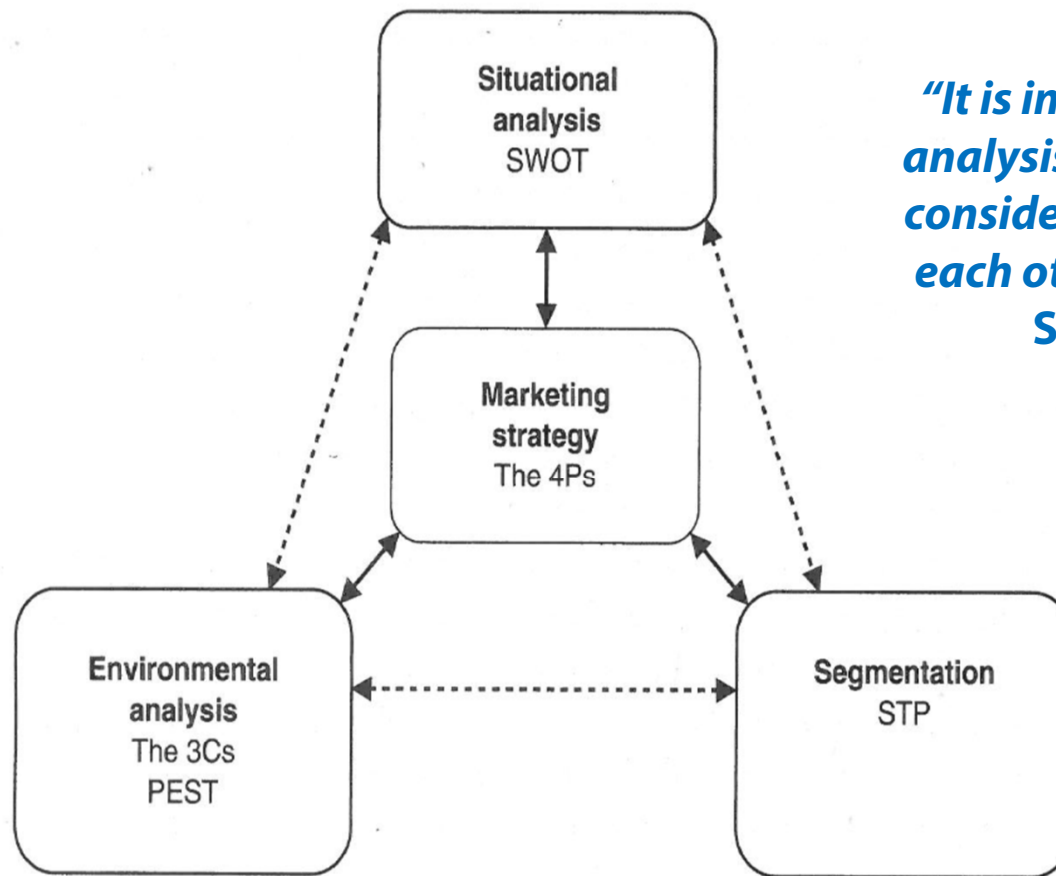


**MARKETING
STRATEGY**

The Strategic Planning Process explained:

“ Through the strategic planning process, internal strengths and weaknesses are measured and evaluated, external opportunities and threats are assessed and addressed, objectives and strategies are developed, organisational structures are refined, action plans are implemented, and key results are benchmarked and measured for performance” Schwarz et al. (2017, p.193).





“It is important that no area of analysis is neglected and each is considered within the context of each other,” Parent and Smith-Swan (2013, p.108)

Figure 6.2 The development of a marketing strategy.

Source: Parent and Smith-Swan (2013, p.108)

Environmental Analysis

- The Env. Analysis includes **INTERNAL** and **EXTERNAL** components.
- Internal analysis involves examining the **3Cs**: consumer, company and competition.
- The external environmental analysis consists of four components: political, economic, social, technological (**PEST**).

Internal Env. Analysis – 3Cs

Consumer – decision making behaviour, what goes on in the minds of consumers, likely to be individual or environmental factors – such as family, social and cultural norms, age, gender and geography
(Mullins *et al.*, 2000; in Parent and Smith-Swan, 2013, p.98).

Company – values, goals and objectives of the organisation, their own unique characteristics, what the strengths and weaknesses?

Competition – for sport events can include any business providing consumers with an entertainment product .

PEST Analysis (n.b. external)

Political Factors

Government structures, regulatory environment, laws e.g. taxation policy, employment, environmental protection, trade restrictions and tariffs, pressure groups.

Economic Factors (n.b. think local and global)

Unemployment levels, Economic growth, interest rates, exchange rates, inflation rate, Money Supply.

Social Factors

Lifestyles, Health consciousness, Population growth rate, Education Levels, Age distribution, Consumerism.

Technological Factors

R&D activity, automation, technology incentives, technological change e.g. advances in social media, online streaming and new ways to generate messaging platforms.

Situational Analysis (SWOT)

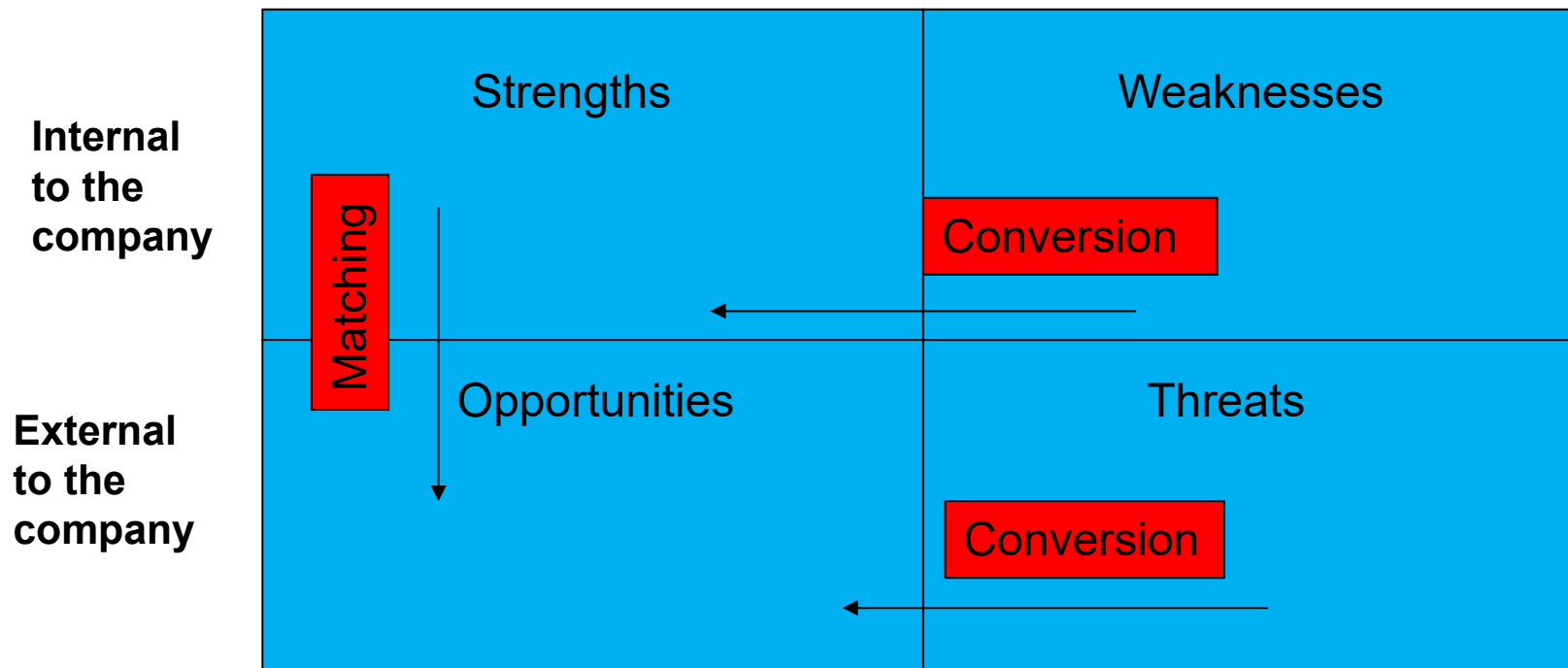
It enables the business to place itself and its products/services into perspective.

SWOT analysis highlights the main **internal strengths and weaknesses** of the organisation, together with any **external opportunities and threats** that it has no direct control over.

Findings from a SWOT analysis allow a business to identify where it should focus its attention. It can assist in both short-term and long-term objectives.

SWOT Analysis

- Method of organising information



MENTIMETER TASK



Carry out a SWOT and PEST analysis for Swansea as a major sports event location and report back to rest of class.

GO TO: www.menti.com

SWOT Analysis – Example criteria types

Strengths Expertise Brand names Reputation among customers Distribution networks	Weaknesses Weak brand name/image Limited knowledge of market Lack of knowledge/skills Costs
Opportunities Government Incentives New technologies Legislative changes Unfulfilled customer need	Threats Changing consumer tastes Competitor products Prohibitive changes in legislation Socio-economic changes

Market Segmentation

“Market segmentation refers to how an event should be positioned in relation to the competition and based on the environmental analysis” Parent and Smith-Swan (2013, p.99).



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Segmentation as a 3 stage process

(Kotler, 1980)

1. **Segmentation** – splitting customers, or potential customers within a market into distinct groups of buyers that may share common characteristics of buying patterns.
2. **Targeting** – determining each segment's attractiveness in terms of potential and deciding how many segments to focus on.
3. **Positioning** – developing a competitive positioning for the firms product or service within the segment(s) and developing appropriate 'marketing mix' to reach the customers.

Harris and Elliott (2007).

How do we segment consumer audiences?

Marketers need to consider these questions:

1. What are the descriptive characteristics of our customers?
2. What benefits do our customers seek?
3. What behaviours do our customers exhibit?
4. How can we reach and engage our customers?

Fetchko, Roy and Clow (2019, p. 95).

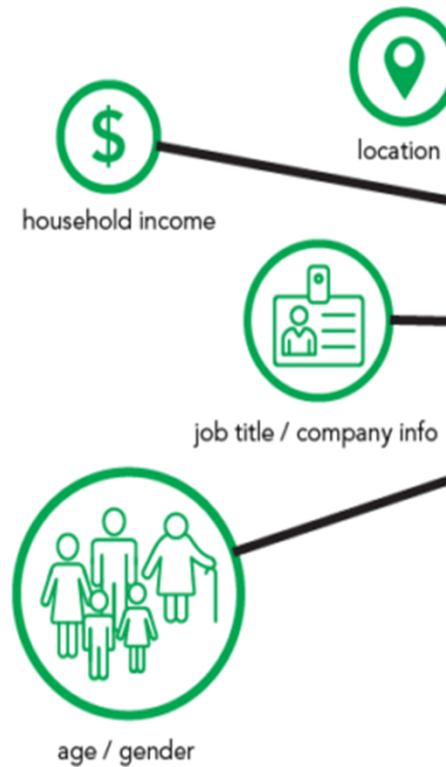
Market Segmentation

1. Segmentation

Shank (2005) identifies six common bases of segmentation: demographic, socioeconomic, psychographic, geographic, behavioural, and benefits.

Bourgeon and Bouchet (2001) identify 4 sports event segment behaviours: opportunist, aesthete, supporter, interactive .

Demographics



Psychographics



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Sport Wales People Segmentation

Splits Wales adult population into 12 distinct market segments:

- Rhys
- Gav
- Lisa
- Siân
- Mark
- Steve
- Huw
- Christine
- John & Ann
- Tony
- Bob & Betty
- Dot

sportwales
chwaraeon cymru



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An introduction to Lisa

Females aged 18-35

302,082 adults (12.89% of all adults)

Any participation in sport and physical recreation	60%
Regular participation (at least once a week)	49%
Club membership	13%
Sports volunteering	3%
Any latent demand for sport and physical recreation	46%

Lisa tends to be between 18 and 35 years old, and usually has at least one child. She typically is on a low income, probably service-orientated, and is likely to rely on state benefits. Lisa is likely to be living with a partner or raising children as a single mum. She tends to live in social housing and is unlikely to have significant savings.

Turned off by facts and figures, Lisa is drawn to products to which she is intuitively drawn, and which provide entertainment and new experiences. If appealing, fun and glossy, Lisa may respond to advertising in magazines, posters and direct mail – especially if they contain money-off vouchers or promotional offers.

Lisa tends to participate in at least some activity, but there are significant differences in participation between activities of different types. Lisa tends to participate in indoor games, social and personal fitness activities, in particular swimming. Lisa's main motivations for participation are to keep fit and stay healthy. Having fun is also important for many. Competition is rarely a motivating factor. Lisa is very unlikely to be a member of a traditional sports club, preferring activities offered by leisure/fitness centres. She may volunteer in sport, however, often supporting her children's activities.

Lisa is likely to want to participate more often in sport, in particular indoor games and personal fitness activities. Work and family commitments are likely to prevent increased participation.

	% of population							
	Wales	Mid & West Wales	Carmarthenshire	Ceredigion	Neath Port Talbot	Pembrokeshire	Powys	Swansea
Rhys	3.3	3.7	3.2	7.3	1.4	3.8	4.4	3.8
Gav	4.3	3.6	3.4	1.5	5.3	2.8	2.1	4.8
 Lisa	12.9	10.1	9.1	4.0	14.7	7.8	6.2	13.8
Siân	8.2	9.3	9.6	17.3	4.2	11.0	11.3	7.6
Mark	6.8	5.6	4.9	4.7	5.2	4.3	4.5	7.8
Steve	10.1	8.2	7.8	2.8	12.5	6.3	5.0	10.5
Huw	3.7	6.2	7.2	12.6	0.5	8.1	13.8	1.4
Christine	12.1	10.5	10.4	3.6	16.4	8.1	6.0	13.1
John & Ann	12.3	16.4	17.6	28.1	5.8	23.2	26.3	8.9
Tony	9.7	8.7	9.1	2.2	15.5	6.0	4.2	10.3
Bob & Betty	8.2	9.4	8.9	13.6	4.6	12.7	12.1	8.2
Dot	8.7	8.2	8.7	2.3	14.1	5.9	4.1	9.7



LOTTERY FUNDED
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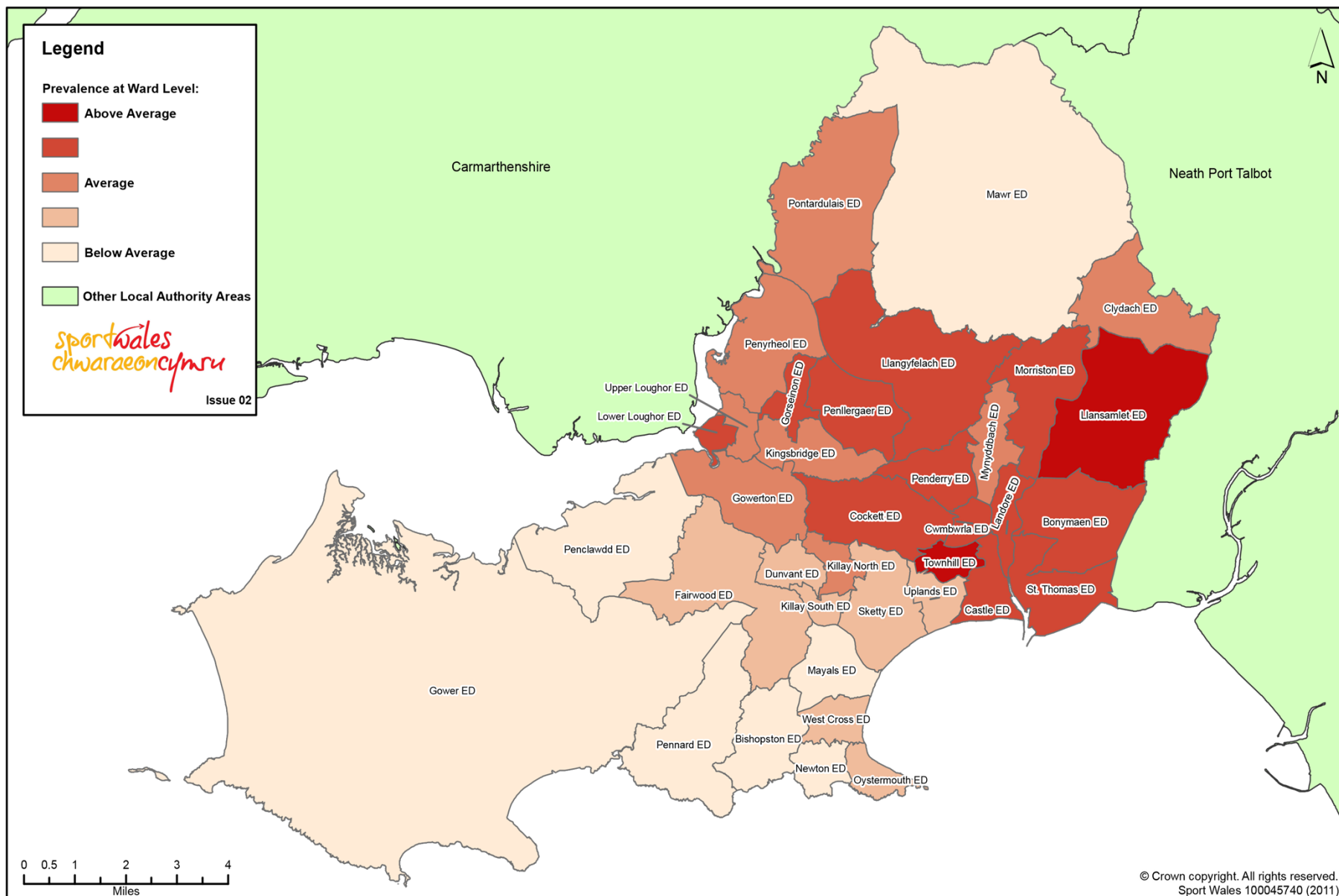


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Prevalence of Lisa - Swansea

**SPORT+
RECREATION
ALLIANCE**



*sportwales
chwaraeon cymru*

UK CrimeStats



Iechyd Cyhoeddus
Cymru
Public Health
Wales



City and County of Swansea
Dinas a Sir Abertawe



<https://www.physicalactivityandnutritionwales.org.uk/>



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19 Pen Portraits

Creating sporting opportunities in every community

Paula - 10

Stretched Single Mums

- Mainly aged 26-35
- Single
- Job seeker or part time low skilled

Single mums with financial pressures, childcare issues and little time for pleasure
4% of all adults; 7% of adult women

About Paula
Paula, 33, lives in a council owned property with her three children. Jade and Kyle are at school now, but Ruby is still at home. Paula receives some state benefits, but things are still very difficult. Her debt has built up over the last few years and she hasn't been able to work because of the children.

A couple of times a week a friend looks after Ruby so Paula can get a break at afternoon bingo. At the weekend she sometimes takes the kids swimming or ice skating. It's not cheap, but they need entertaining.

Paula can't afford much fresh healthy food; instead she buys convenience meals from the discount freezer store. Given her stress-filled life she feels it's understandable she needs to smoke and enjoy the odd drink.

Ethnic origin
Individuals in this segment are predominantly of White British (70%), or Other White (10%) origin; or may also be Asian/Asian British (10%), of Irish heritage (8%), Black/Black British (5%), Chinese (1%) or belong to another ethnic group (1%).

Alternative names
Donna, Gemma, Shelley, Tina, Tammy

Paula: Sports Overview

- Paula is not a very active type and her participation levels are slightly below those of the general adult population (more details overleaf).
- The top sports that Paula participates in are shown in the chart opposite: 18% of people in this segment participate in keep fit/gym compared to 17% of all adults; 17% of people in this segment take part in swimming compared to 14% of all adults; 5% of this segment take part in cycling, and 4% in athletics or running.
- Paula may also take part in football, badminton, tennis, rounders, horse riding and netball.

Paula is similar to/ lives near:
Kev (segment 6), Brenda (segment 14)

Paula is likely to live in towns/ areas such as:
Boskirk, Stratford (near London), Widsley, Bolton, Altrincham

Top sports that Paula participates in

Sport	Paula (%)	All adults (%)
Keep fit/gym	18	17
Swimming	17	14
Cycling	5	5
Football	4	4
Badminton	4	4
Tennis	4	4
Rounders	4	4
Horse riding	4	4
Netball	4	4

Source: Sport England Market Segmentation 2010. Sporting activity based on Sport England Active People Survey data for the period April 2008 to April 2010. Based on participation levels at once per month. This chart shows the top ten sports per sport profiled that this segment participate in. Athletics includes cycling and road running.

Creating sporting opportunities in every community

Frank - 18

Twilight Year Gents

How to reach Frank?

Key Points

- Most responsive to: post and newspaper ads
- Preferred information channel: local papers
- Preferred service channel: face to face
- Decision style: adamant - Frank has set ideas on what they like based on first hand experience or trusted opinions from friends and family

Frank reads newspapers and magazines such as...

Angling Times	Amateur Gardener
The Daily Mirror	Mail on Sunday
The Daily Express	Saga Magazine
Today's Golfer	Daily Telegraph
Puzzler	Racing Post

TV/RADIO

Frank is a heavy TV viewer who enjoys watching live sport, old films and classic comedies. He notices TV advertising and is influenced by this and programme sponsorship. He is a very light radio listener.

INTERNET

Frank does not have access to the internet at home, in fact he is very nervous of computers. He would not seek out services in the library, and hence would not be reached by internet advertising.

POSTERS / DIRECT MAIL / NEWSPAPERS

Frank enjoys reading a newspaper most days, with a preference for the Daily Mail or Express. He has an adamant decision making style and so has set ideas about products and services. He likes branding which is plain and straight forward and prefers to access services face to face.

TELEPHONE

Frank does not have a mobile phone, but is quite happy to ring family on his landline. However, he would not be comfortable dealing with companies on the phone, finding it an impersonal approach and wary about security.

His preferred marketing tone and message is...

Established	Safe & Secure
Reliable	Modest
Careful	Trustworthy
Non-technical	Unpretentious
Risk-free	Service

Frank are responsive to brands such as...

To learn in depth about the segments and marketing techniques

Meet Kev



- Mainly aged 36-45
- 12% Asian British heritage, 6% Irish origin
- Other names: Lee, Craig, Steven, Tariq, Dariusz
- Slightly sportier than average, would like to do more
- Top sports: gym, football, cycling, swimming, running
- Would like to do more of the same plus golf, badminton, martial arts

How to reach Kev

- Most responsive to: **Television**
- Preferred information channel: **SMS Text**
- Preferred service channel: **Telephone/ internet**
- Decision style: **‘Experiential’**



ASDA



MATALAN



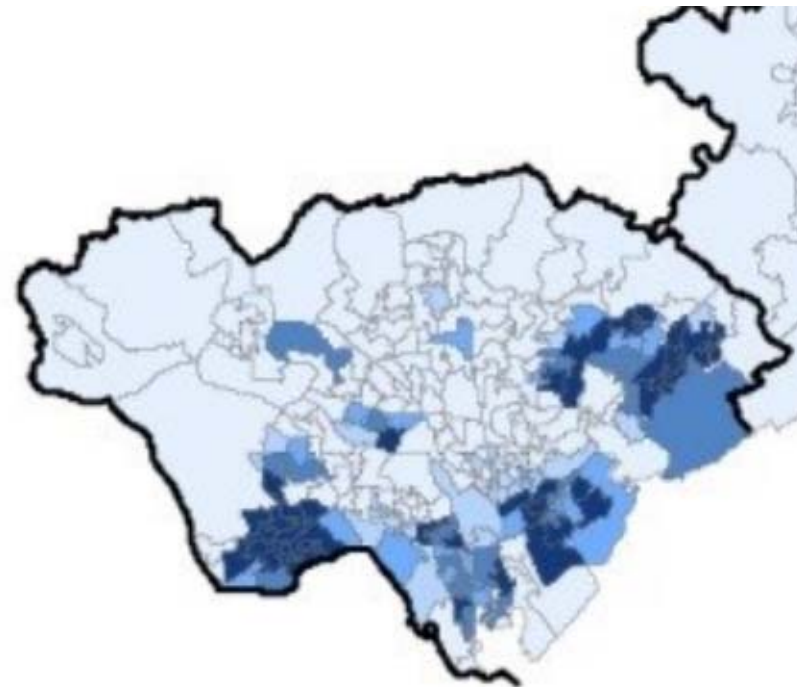
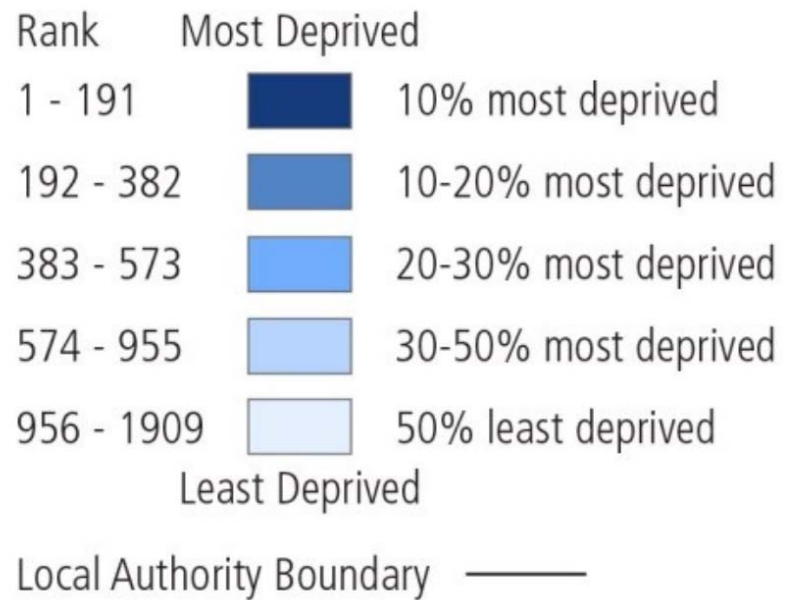
Wilkinson



BENSON & HEDGES

Cardiff

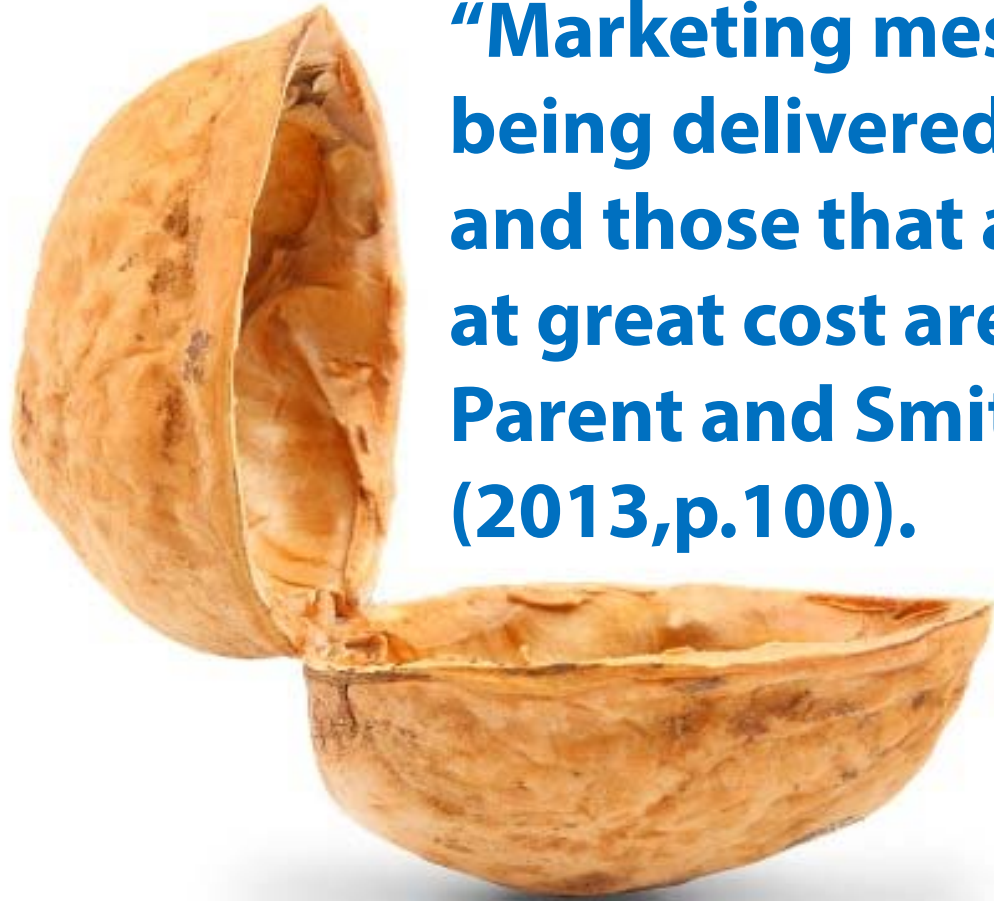
by Lower Level Super Output Areas



<https://wimd.gov.wales/>

2. Targeting

- Involves using the segmentation data to determine which segments to target within an event's marketing strategy.
- Characteristics used to determine the appropriate target market include: **profitability**, **size**, reach, behavioural variation and measurability (Parent and Smith-Swan, 2013,p.100).
- Demographic targeting techniques are often used as demographic data is easy to obtain and can be measured.
- Digital marketing (e.g. social media) has made targeting specific market segments much easier.



**“Marketing messages that are not being delivered are not effective, and those that are only delivered at great cost are not efficient,”
Parent and Smith-Swan
(2013,p.100).**



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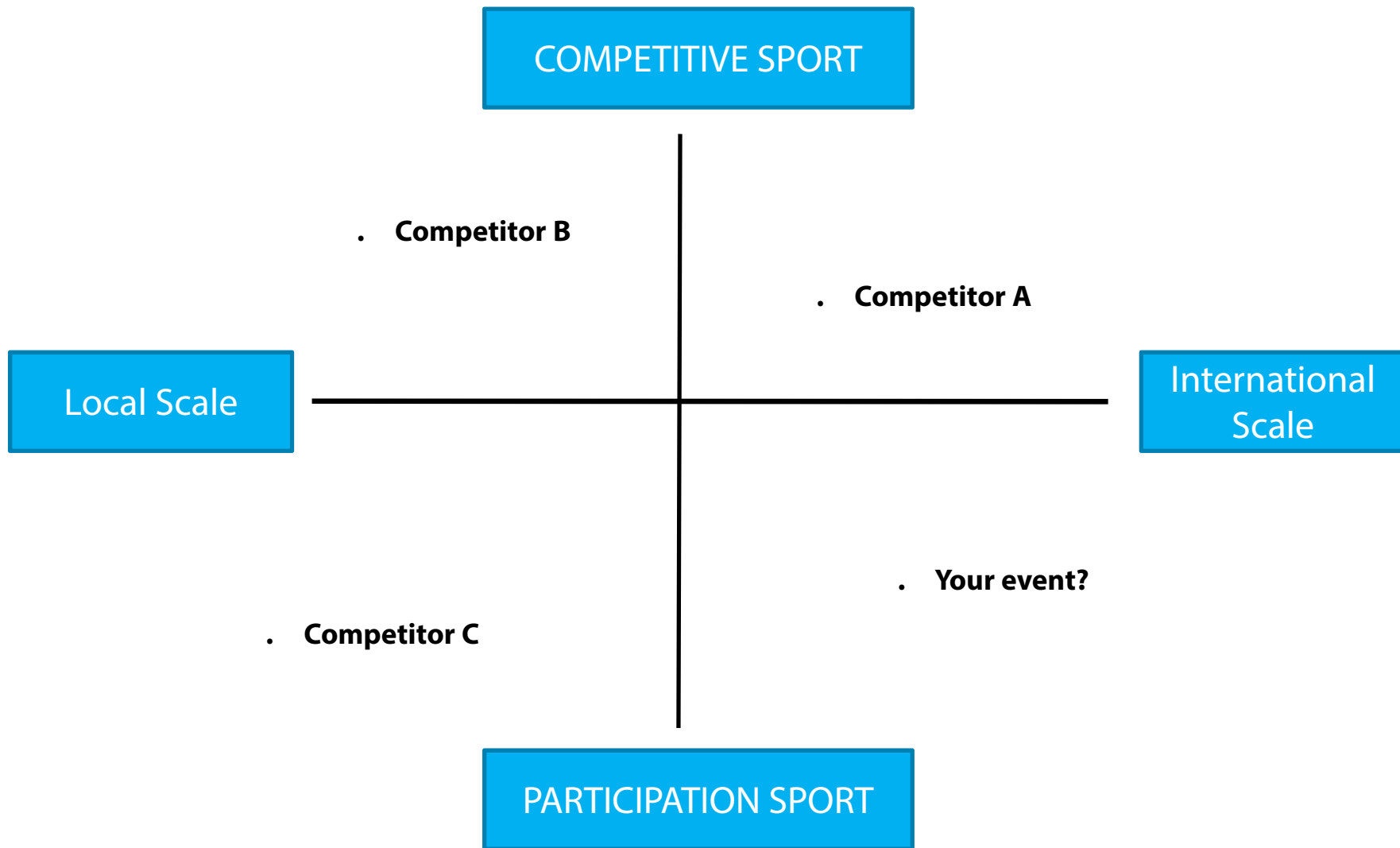
3. Positioning

“How we want the selected target(s) to perceive our offering versus the offerings of our competitors”

O'Reilly and Seguin (2009, p.101) in Parent and Smith-Swan (2013,p.101).

3. Positioning

- Involves examining all internal and external factors, plus any other relevant information gathered during the segmentation and targeting processes.
- Some of the prime positions to are best quality, best service, lowest price, best value and most technologically advanced (Armstrong *et al.*, 2011).
- Much better for organisations to choose their position rather than letting the market decide for them.

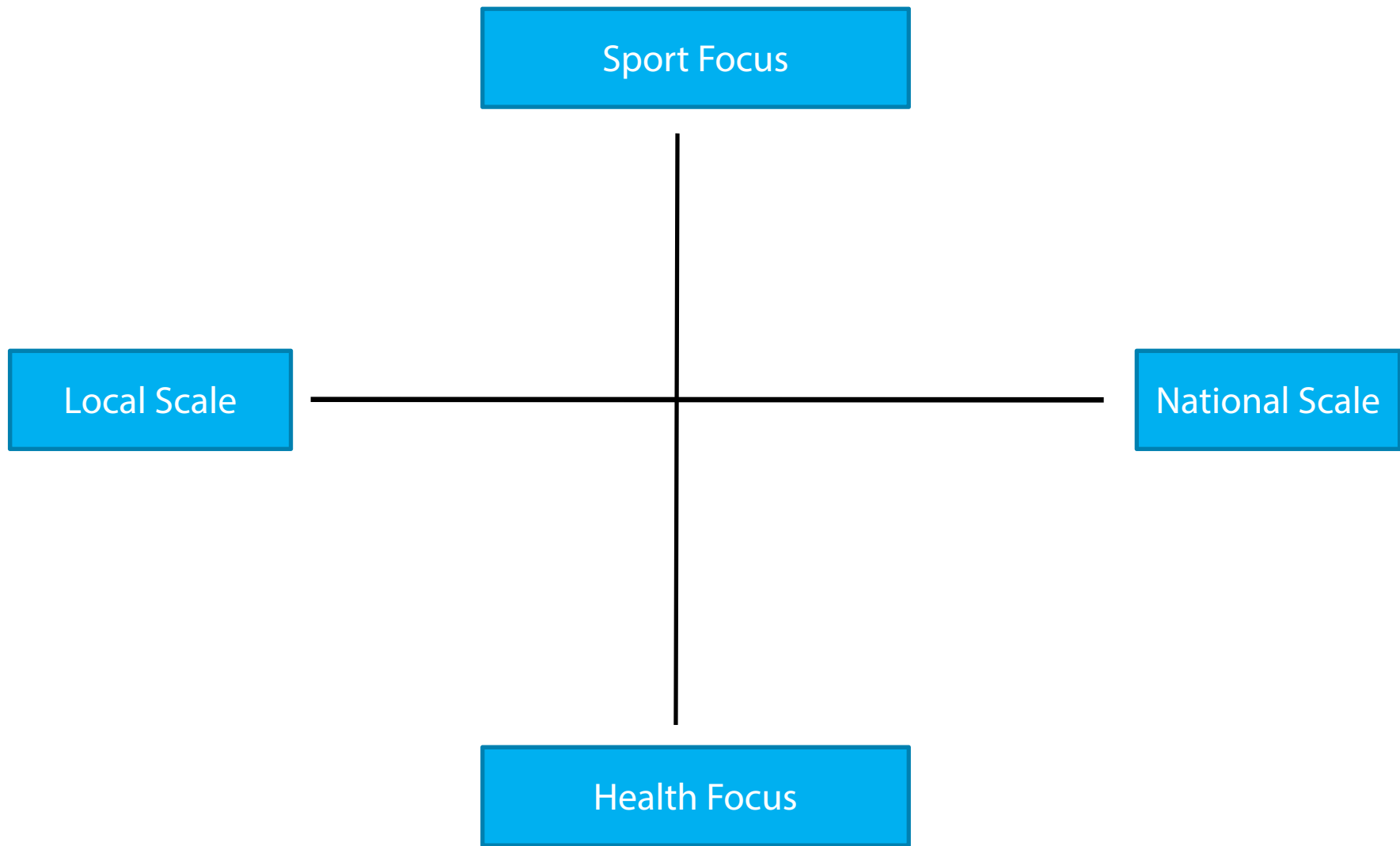


Positioning – Perceptual Map: Parent and Smith-Swan (2013, p.102)



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Positioning – Perceptual Map: Parent and Smith-Swan (2013, p.102)



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The Marketing Mix – 4 Ps

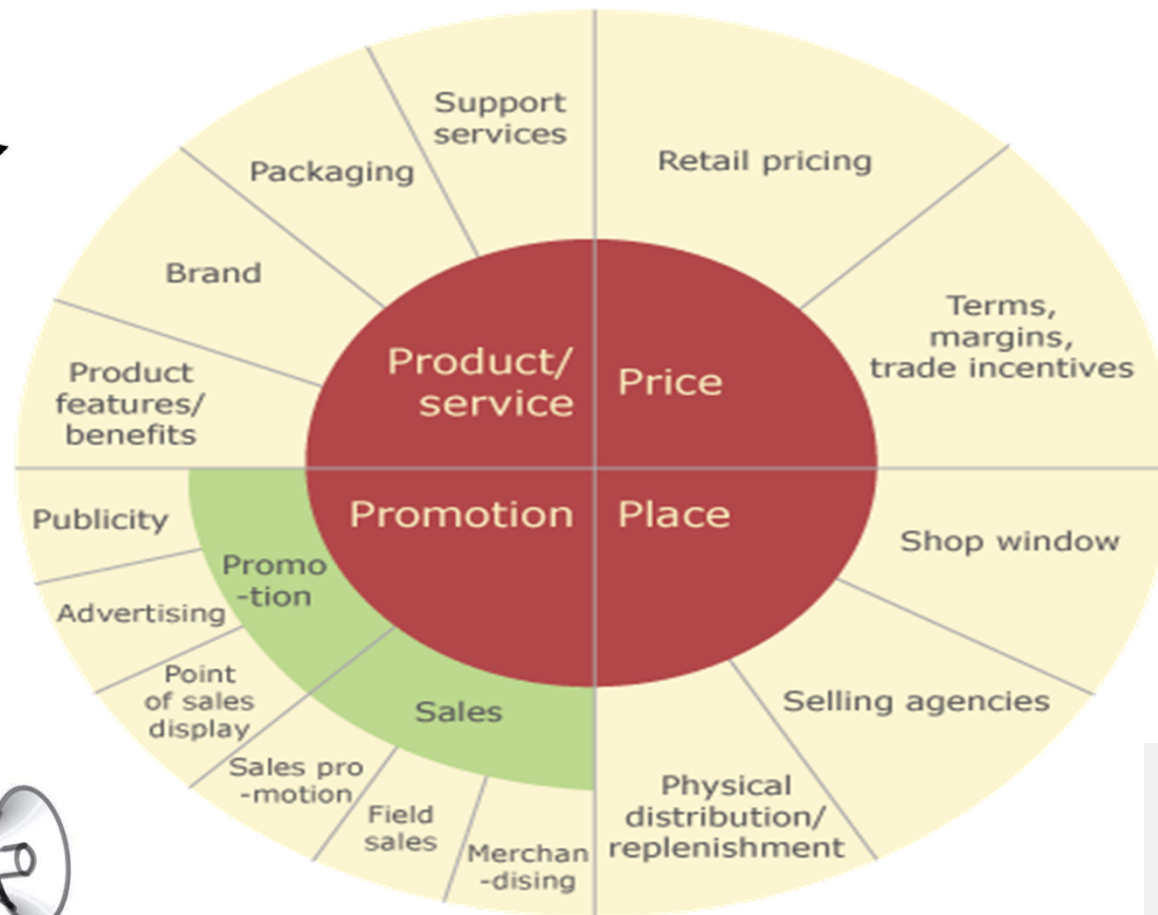
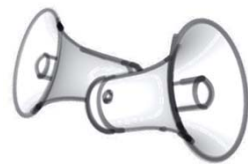
It “involves manipulating each element in order to find the right combination so as to meet the needs and wants of consumers, and ultimately gain a competitive advantage”

(Pitts and Stotlar, 1996, in Parent and Smith-Swan, 2013, p.101).



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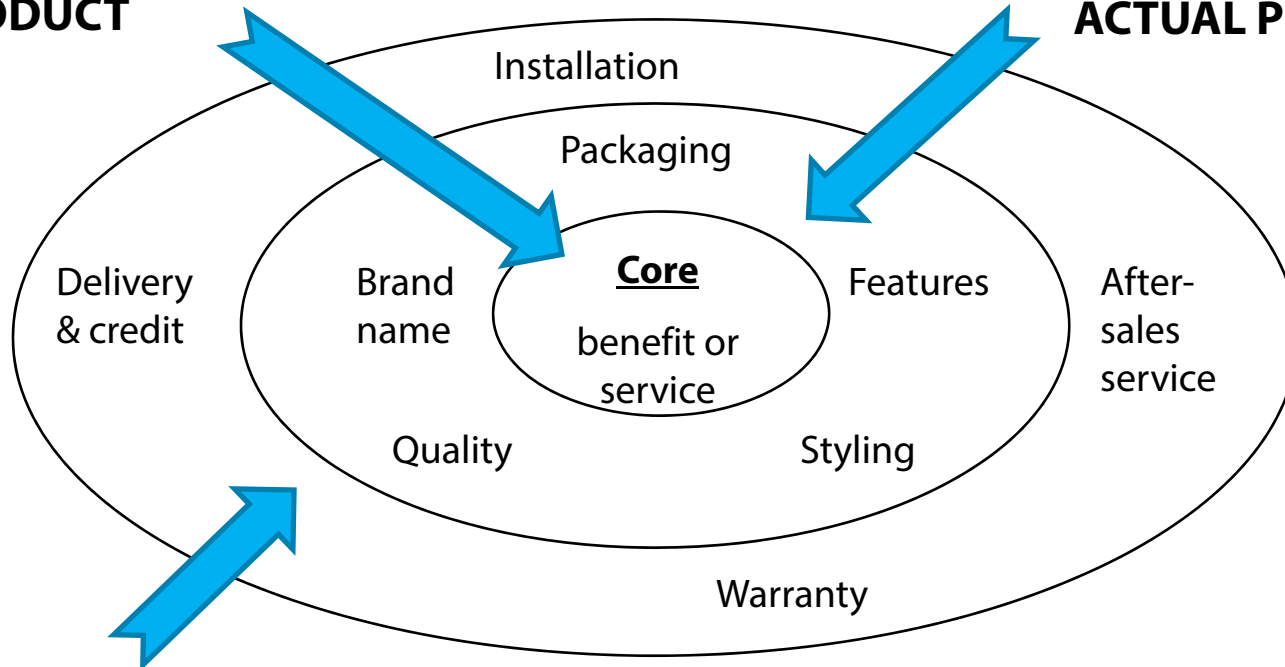
Product

- 'Product' refers to the **functions** and **features** of **a good or service**
- Should **satisfy the needs** of the customer
- May have a Unique Selling Proposition (**USP**)
- 'Product' also includes a range of factors such as **packaging, quality, warranties, after-sales service** and **branding**
- Products and brands may suggest certain **images** e.g. sporty, sophisticated, value

Product levels: Kotler & Armstrong (2008)

CORE PRODUCT

ACTUAL PRODUCT



AUGMENTED PRODUCT



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Marketing Mix - Price

- It should be representative of the customer's perception of the value of the product (Mullin et al, 1993) – i.e. not a rip off.

$$\text{Value} = \frac{\text{perceived benefits of sports product}}{\text{price of sports product}}$$

- Price is the most often and easily manipulated of the marketing mix elements.
- In a market where demand is elastic price is the most effective and efficient tool for adjusting strategy (Mullin et al, 1993).

Marketing Mix - Place

Place is *“the actual physical placement and distribution of a sport good or service,”* Parent and Smith-Swan (2013, p.104).



The distribution function in sport marketing primarily concerns **the facility or arena**



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8 key components of place with regards to the physical location of where to locate a sport event:

1. Accessibility
2. Amenities
3. Design/layout
4. Parking
5. Drawing radius
6. Personnel
7. Security
8. Surrounding areas.

Source: Mullin *et al.* (2000)

Marketing Mix - Promotion

Promotions are “the vehicles through which the marketer conveys information about the product, place and price,” promotion “is a critical mechanism for positioning a product and its image in the mind of the consumer,” Mullin *et al.* (2000, p.84).

Promotion = Marketing Communications



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Marketing Mix - Promotion

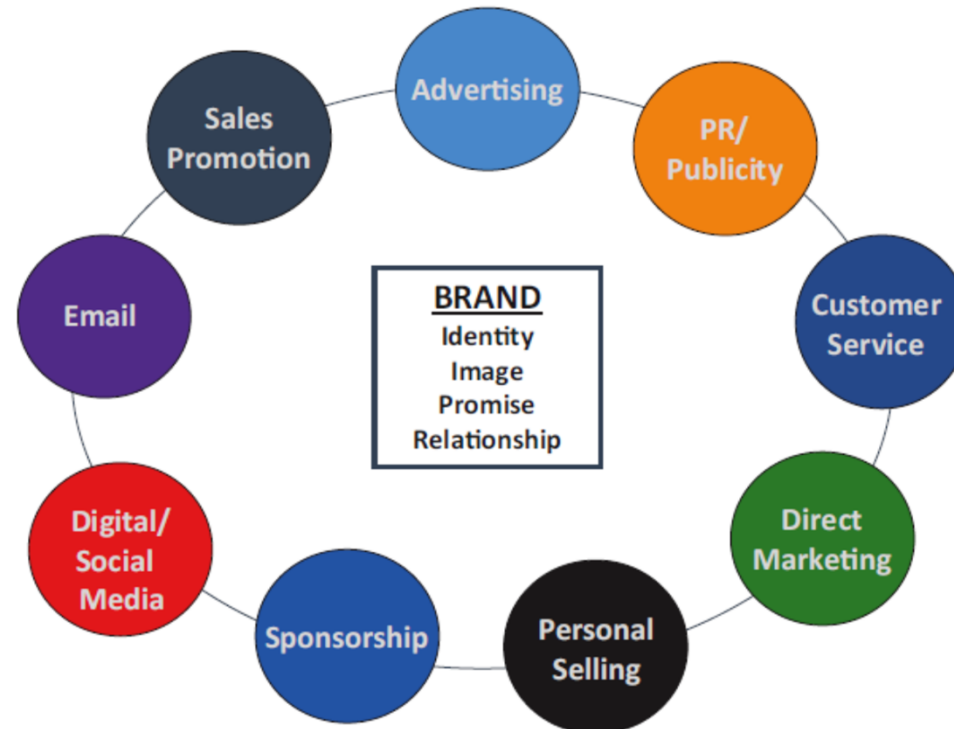
The primary components of an event's promotional mix are:

- Advertising
- Publicity
- Public relations
- Sales promotions
- Sponsor activation programmes (**next week**)
- Personal selling
- Licensing
- Incentives
- Atmospherics



(Pitts and Stotlar, 1996; Schwarz and Hunter, 2008; Shank, 2005).

The Integrated Marketing Communications Mix



Source: Fetchko, Roy and Clow (2019)

Integrated Marketing Communications defined:

*'The **coordination and integration of all marketing communication tools,** avenues, and sources within a company **into a seamless program** that maximises the impact on customers and other stakeholders at a feasible cost'* Clow and Black (2010, no page).



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What is Integrated Marketing?



Watch later



Share

INTEGRATED MARKETING: AN INTRODUCTION



0:03 / 3:20



YouTube



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21st Century sport integrated marketing communications mix – Adapted from Irwin *et al.* (2002)

RELATIONSHIP BUILDING AND ENGAGEMENT

ADVERTISING

PUBLICITY

PERSONAL CONTACT

INCENTIVES

ATMOSPHERICS

LICENSING

SPONSORSHIP

Source: Hopwood (2007) chapter 11 in Beech and Chadwick.



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The Promotion Mix

Consists of four main promotional activities:

1. ADVERTISING

Form of **one-way communication where a sport marketer pays someone** else to have their product or company identified e.g. TV commercials, radio spots, internet pop-ups.

2. PERSONAL SELLING

Involves **one-to-one communication between a consumer and a salesperson** e.g. phone, face-to-face, or telemarketing.

Endorsements and sponsorships are two forms of personal selling common in the sport industry.

(Hoye *et al.*, 2012, p. 213)

The Promotions Mix

3. SALES PROMOTIONS

Short term programmes that aim to stimulate an increase in sales e.g. 2 for 1 offers, prize giveaways, competitions, samples.

4. PUBLIC RELATIONS

PR programmes try to build a favourable image for a sport organisation, its brand and product offerings in the community. E.g. publicity in the media in the form of a news item.

(Hoye *et al.*, 2012, p. 213)

The Promotions Mix

Consists of four main promotional activities:

1. ADVERTISING
2. PERSONAL SELLING
3. SALES PROMOTION
4. PUBLIC RELATIONS

What are you planning to do for each of these areas?

Compare notes in pairs: 5 minutes.



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Promotion decisions

- Promotional strategy – push or pull
- Advertising
- Personal selling and sales force
- Sales promotions
- Public relations and publicity
- Marketing
- Communications budget

Price decisions

- Pricing strategy (skim or penetration)
- Suggested retail price
- Volume discounts and wholesale pricing
- Cash and early payment discounts
- Seasonal pricing
- Bundling
- Price flexibility
- Price discrimination

Product decisions

- Brand name
- Functionality styling
- Quality
- Safety
- Packaging
- Repairs and support
- Warranty
- Accessories and services

Place (distribution) decisions

- Distribution channels
- Market coverage (inclusive, selective or exclusive distribution)
- Specific channel members
- Inventory management
- Warehousing
- Distribution centres
- Order processing
- Transportation
- Reverse logistics



Customer Retention

Don't forget about customer retention!! and the potential lifetime value of a customer.

Lost customers may be responsible for negative word of mouth.

Customers are satisfied when they get what they want – a quality service.

Golden Rule



Further reading on customer satisfaction and retention – see chapter 8 in Schwarz et al. (2017) Managing Sport Facilities and Events



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Any questions?

Thanks for listening



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