

# Index

- accident response, 392–393, 394  
 accreditation  
   media, 234–237  
   risk management, 393, 395–396  
 activation, sponsorship, organizer goals, 146–147  
 Adamo, Glenn, 373–375  
 admission policies, ticket sales, 300–301  
 advertising. *See also* marketing;  
   marketing plan; partnerships;  
   sponsorship; sponsorship program  
   marketing plan, 266–273  
   revenue streams identification, 68  
   sponsor fulfillment costs, 180–181  
   sponsorship, sponsor goals, 150–152  
 advertorials, 272–273  
 advisory boards, community  
   enthusiasm, 290–291  
 agencies, personnel, 135–136  
 Allen, George, 111  
 amateur entertainers, event  
   presentation, 332–333  
 amortization, capital investment and,  
   cost identification, 51–53  
 announcers, event presentation,  
   335–336  
 area attractions, community  
   gatekeepers, 287–288  
 Arledge, Boone, 230  
 associative benefits, sponsorship,  
   sponsor goals, 158–164  
 athletes  
   guest management, 316–317  
   player-related expenses, 42–45  
 attendance, statistics on, 4  
 attrition, hotel management, 323–325  
 audience  
   broadcaster-organizer relationship,  
     372–375  
   P-A-P-E-R test, 19–21  
   security for, risk management, 396  
 autoucue, 356  
 awards, guidelines governing, 153  
 awareness-building promotions, 262–264  
  
 Bannon, Bill, 388, 391  
 barter (value-in-kind)  
   guest management, 312  
   sponsorship, 67–68, 145–146,  
     152–153, 181, 190  
 benefits package, 166–173, 175–185.  
   *See also* sponsorship; sponsorship  
   program  
   business-to-business company,  
     171–173  
   consumer products company, 169–171  
   development costs, 177–179  
   fulfillment costs, 176–177, 179–185  
   generally, 166–169  
 Bettman, Gary, 361  
 bid solicitation, request for proposal,  
   91–94  
 bill payment, 409  
 blocking, rehearsals, 345–347  
 bookkeeping, revenue streams  
   identification, 76–78  
 box office ticket sales, 304  
 Brewer, Charlie, 9  
 broadcasters, 361–378. *See also* media  
   business relationship, 368–371  
   needs of, 362–367  
   commercial sales, 364–365  
   exclusivity, 365–366  
   production values, 366–367  
   viewership and ratings, 363–364  
   organizers needs, 367–368  
   overview, 361–362  
   working relationship, 371–377  
 broadcasting, revenue streams  
   identification, 72–73  
 brokers, ticket sales, 305  
 budgets. *See also* cost identification;  
   revenue streams identification  
   Event Expense Budget Worksheet,  
     413–418  
   revenue streams identification, 76–78  
   venue selection, 105–108  
 Bush, George W., 397  
 business leaders, community  
   gatekeepers, 284–286  
 business stories, 232  
 business-to-business company, benefits  
   package, 171–173  
  
 camera rehearsals, broadcasters,  
   375–376  
 Cameron, Steve, 16  
 cancellation  
   hotel management, 323–325  
   risk management, 386–387  
 cancellation insurance, 47, 389–391  
 capital investment, amortization and,  
   cost identification, 51–53  
 cast list, production planning, 342–343  
 category-exclusive sponsorship,  
   program design, 193–195  
 celebrity entertainers, event  
   presentation, 333–335  
 ceremonies, event presentation,  
   331–336  
 chain of command, emergency  
   response, 397  
 chambers of commerce, community  
   gatekeepers, 284–286  
 Cheriton, Pamela, 133  
 Choi, Sammy, 399  
 cities. *See* host city selection  
 closing, sponsorship program sales, 206  
 coat check insurance, 388  
 commercial sales, broadcaster needs,  
   364–365  
 commissions, facility costs, 40–41  
 communications  
   broadcaster-organizer relationship,  
     376–377  
   emergency response, 398–401  
   guest management, 317  
   risk management, 402–404  
 community, 277–297. *See also* host city  
   selection  
   enthusiasm focus and management,  
     289–296  
   advisory boards, 290–291  
   local promoters, 295–296  
   organizing and host committees,  
     291–295  
   gatekeeper identification, 280–289  
   overview, 277–280  
 complimentary tickets  
   slow ticket sale remedy, 309–310  
   sponsor fulfillment costs, 179  
 computer software  
   guest management, 312, 313–316  
   lighting equipment, 350  
   organization chart, 125  
   revenue streams identification, 76–78  
   sound equipment, 349–350  
   ticket sales, 304–305  
   video equipment, 353  
  
 concessions, revenue streams  
   identification, 71–72  
 conference room, media center, 241–245  
 conflict seats, guest management, 313  
 Conrad, James, 102, 133–134  
 consumer products company, benefits  
   package (sponsor), 169–171  
 contests  
   awareness-building promotions, 263  
   guidelines governing, 153  
 contingency allowances, cost  
   identification, 53–54  
 convention and visitors bureau (CVB),  
   community gatekeepers, 286–287  
 corporations. *See also* sponsorship;  
   sponsorship program  
   investment by, 4  
   P-A-P-E-R test, 29, 32  
 cost avoidance, sponsorship, organizer  
   goals, 145–146  
 cost identification, 35–55. *See also*  
   budgets; facility costs; revenue  
   streams identification  
   capital investment and amortization,  
     51–53  
   Event Expense Budget Worksheet,  
     413–418  
   facility costs, 36–42  
   guest management and hospitality,  
     49–50  
   marketing and promotion, 47–48  
   miscellaneous expenses and  
     contingency allowances, 53–54  
   operations expenses, 45–47  
   overview, 35–36  
   player- and game-related expenses,  
     42–45  
   presentation expenses, 50–51  
   reforecasts, 54  
   sponsor fulfillment, 48–49, 176–177  
   cost per thousand (CPM) calculation,  
     sponsorship, 142  
 couponing  
   sales promotions, 259–262  
   sponsor fulfillment costs, 184–185  
 credentials. *See* accreditation;  
   identification  
 credit card purchases, commissions, 40  
 critical dates calendar, 112–122. *See  
   also* scheduling  
   deadlines, 115–116  
   distribution of, 122  
   elementary tasks, 113–115  
   responsibility delegation, 120–121  
   staff meetings, 138  
   start dates, 116–117  
   supportive tasks and decision points,  
     117–120  
 Crowley, Michael, 217  
 customer hospitality, sponsorship,  
   sponsor goals, 154–156  
  
 Davis, Parke, 9, 11  
 decision-making process  
   sponsorship program, 206–207  
   support organization, 122–125  
 decision points, supportive tasks and,  
   critical dates calendar, 117–120  
 delegation, of responsibility, critical  
   dates calendar, 120–121  
 deposits, hotel management, 325–326  
 development costs, benefits package,  
   177–179  
 discounting, sponsor fulfillment costs,  
   184–185

## 476 Index

- Disney, Walt, 6  
 displays, sponsor fulfillment costs, 179–180  
 distribution  
   critical dates calendar, 122  
   request for proposal, 94–95  
 donations  
   revenue streams identification, 74–75  
   sponsorship, sponsor goals, 154  
 dress rehearsal, 347–348  
 economic impact calculation, host city selection, 84–87  
 elementary tasks  
   critical dates calendar, 113–115  
   deadlines, 115–116  
 Elliott, Helene, 222, 224, 231, 232  
 emergency medical technicians (EMTs), risk management, 392–393  
 emergency response, 396–401  
   accidents, 392–393, 394  
   chain of command, 397  
   communications plan, 398–401  
 entertainment, event presentation, 331–336  
 environment, P-A-P-E-R test, 19–21  
 ethics, media, 246  
 Event Expense Budget Worksheet, 413–418  
 event marketing. *See* marketing  
 event planning. *See* planning  
 event presentation. *See* presentation  
 exclusivity. *See also* nonexclusive agreements  
   broadcaster needs, 365–366  
   media partnerships, 255–258  
   sponsorship  
     program design, 193–195  
     sponsor goals, 158–161  
     venue selection, 106, 107, 108  
   expenses. *See* cost identification  
 facility agreement, venue selection, 109–110  
 facility costs, 36–42. *See also* venue selection  
   commissions, 40–41  
   labor, 41–42  
   rent, 37–38  
   taxes and usage fees, 38–40  
 Facility Event License Agreement, 439–445  
 facility management companies, venue selection, 101  
 facility selection. *See* venue selection  
 Facility Selection Survey Form, 104–106  
 Federal Terrorism Risk Insurance Act of 2002, 390  
 Feller, Bob, 175  
 financial issues, risk management, 385–386. *See also* cost identification; revenue streams identification  
 fireworks, 355–356  
 Fisher, Greg, 100  
 Flatow, Steven, 103  
 “flying wedge” metaphor, sports event marketing, 9–11  
 Franklin, Benjamin, 16  
 free admissions, ticket distribution for, 306  
 freelancers, personnel, 134–135  
 fulfillment costs. *See* sponsor fulfillment costs  
 fund-raising, sponsorship, sponsor goals, 157–158  
 future commitment, sponsorship, organizer goals, 147–148  
 game-related expenses, cost identification, 42–45  
 general admission tickets, 300–301  
 gifts  
   guidelines governing, 153  
   sponsor fulfillment costs, 182  
 giveaways  
   awareness-building promotions, 263  
   sponsor fulfillment costs, 182–184  
 Goldblatt, Joe, 6, 135  
 Grant, David, 147  
 grants, revenue streams identification, 74–75  
 grassroots events  
   P-A-P-E-R test, 19  
   tournament fees, revenue streams identification, 73–74  
 Green, Ethan, 163  
 Green, Tara, 88, 101  
 Gretzky, Wayne, 13, 98  
 gross potential calculations, ticket sales, 59–61  
 guest management, 311–317. *See also* hotel management; ticket sales  
   athletes and players, 316–317  
   communications, 317  
   conflict seats, 313  
   expenses of, cost identification, 49–50  
   generally, 311–312  
   systems for, 313–316  
 Hogan, Paul, 100  
 Holtz, Lou, 17  
 Holzman, Red, 277  
 hospitality  
   business-to-business company, benefits package (sponsor), 172–173  
   expenses of, cost identification, 49–50  
   sponsorship, sponsor goals, 154–156  
 host(s), event presentation, 335–336  
 Host City Request for Proposal, 419–432  
 host city selection, 81–99. *See also* community; venue selection  
   area attractions, 287–288  
   economic impact calculation, 84–87  
   factors in, 90  
   guest management, 312  
   hotel room-nights, 87–89  
   overview, 81–84  
   request for proposal  
     bid solicitation, 91–94  
     distribution of, 94–95  
     evaluation of, 95–99  
 host committee, community enthusiasm, 291–295  
 hotel management, 317–327. *See also* guest management; ticket sales  
   attrition and cancellation clauses, 323–325  
   deposits, 325–326  
   evaluation and negotiation, 319–323  
   hotel needs, 317–318  
   operations, 326–327  
   organizer needs, 318–319  
 hotel room-nights, host city selection, 87–89  
 Hubbard, Steve, 399  
 human interest stories, 230–232  
 identification  
   media accreditation, 234–237  
   risk management, 395–396  
 Incident Report Form (accidents), 394  
 independent contractors, personnel, 134–135  
 insurance, 387–392  
   cancellation insurance, 389–390  
   liability, 387–389  
   operations expenses, 46–47  
   weather, 390–392  
 insurance prize, promotions, 266  
 Internet ticket sales, 305  
 interview facilities, media center, 241–245  
 inventory reduction, slow ticket sale remedy, 307  
 Jani, Robert F., 6–7  
 Jefferson, Thomas, 57  
 Johnson, Robert, 329  
 Johnson, Samuel, 8  
 Kannengeiser, John, 399  
 Kreda, Allan, 224, 230  
 labor costs  
   facility costs, 41–42  
   venue selection, 105–106  
 lasers, 353  
 Lefton, Terry, 196  
 legal issues, risk management, 385–386  
 liability insurance, 387–389  
 lighting equipment, 350–353  
 liquor liability insurance, 388  
 Logan, Linda Shetina, 88  
 Lombardi, Vince, 407  
 lotteries, revenue streams identification, 75  
 lounge, media center, 240  
 management, support organization, 136–139  
 manual, support organization management, 136–138  
 marketing, 1–16. *See also* advertising; marketing plan; partnerships; sponsorship; sponsorship program  
   cost identification, 47–48  
   evolution of, 5–6  
   “flying wedge” metaphor for, 9–11  
   planning for, 7–9  
   power of, 1–5  
   specialness in, 6–7  
   trends in, 13–16, 410  
   “understand stakeholders’ objectives (USO) rule, 11–13  
   marketing plan, 249–275. *See also* advertising; marketing; partnerships; sponsorship; sponsorship program  
     advertising, 266–273  
     event marketing, 273–274  
     media needs, 250–252  
     organizer needs, 253–255  
     overview, 249–250  
     promotions, 258–266  
       awareness-building, 262–264  
       sales, 259–262  
       tune-in, 264–266  
   market research, benefits package, 179  
   Maurois, André, 141  
   media, 217–247. *See also* advertising; broadcasters; marketing plan  
     campaign, 229–233  
     center for, 238–245  
     editorial side, 220–229  
     information needs, 222–224  
     press conference, 226–229  
     press release, 224–226  
   ethics, 246  
   marketing and promotion, cost identification, 47–48  
   marketing plan, 250–255

- organization of, 218–220
- partnership selection, 255–258
- pass-through rights, sponsorship, 165
- site requirements, 233–237
- spokesperson, 245–246
- sponsorship, sponsor goals, 154
- media guide, 234
- merchandise, revenue streams
  - identification, 69–71
- merchants associations, community gatekeepers, 284–286
- Meyers, Gene, 16
- Mikolaitis, Phyllis, 112
- miscellaneous expenses, cost
  - identification, 53–54
- multiday events
  - sales promotions, 261
  - ticket packaging for, 306–307
  - ticket pricing, 62–65
- Murphy, Edward A., 402
  
- Najak, Sherali, 371, 374, 376
- Nawrocki, Peter, 165
- Nazlymov, Vladimir, 88
- neighborhoods, overlooked, community gatekeepers, 288–289
- nonexclusive agreements. *See also* exclusivity
  - media partnerships, 255–258
  - sponsorship program design, 195–196
- Nordhielm, Christie L., 151
  
- objectives, event planning, 17–18. *See also* planning
- offices, media center, 240–241, 242
- official suppliers, sponsorship, program design, 195–196
- operations expenses, cost identification, 45–47
- opportunity presentation, sponsorship program, 202–205
- organization chart, support organization, 125–129
- organizing committee, community enthusiasm, 291–295
- O'Toole, William, 112
- overhead (operations expenses), cost
  - identification, 45–47
- overlooked neighborhoods, community gatekeepers, 288–289
- Owens, Jesse, 81
- ownership, sponsorship, sponsor goals, 161–164
  
- pageantry, event presentation, 332
- papering the house, slow ticket sale
  - remedy, 309–310
- P-A-P-E-R test, 19–32
  - critical dates calendar, 113
  - events as solution, 29, 32
  - generally, 19–21
  - strategies to tactics, 28–29, 30–31
  - support organization management, 136
  - tactics development, 21–28
- parking fees, revenue streams
  - identification, 75
- partnerships, P-A-P-E-R test, 19–21. *See also* media; sponsorship; sponsorship program
- pass-through rights, sponsorship, sponsor goals, 164–166
- Paterno, Joe, 1
- personnel
  - agencies, 135–136
  - freelancers, 134–135
  - support organization, 129–136
  - volunteers, 130–134
  
- planning, 17–33, 111–139. *See also* P-A-P-E-R test; support organization
  - critical dates calendar, 112–122
  - deadlines, 115–116
  - distribution of, 122
  - elementary tasks, 113–115
  - responsibility delegation, 120–121
  - start dates, 116–117
  - supportive tasks and decision points, 117–120
  - generally, 17–18
  - overview, 111–112
  - P-A-P-E-R test, 19–32
  - sports event marketing, 7–9
  - support organization, 122–139
  - decision-making process, 122–125
  - management of, 136–139
  - organization chart, 125–129
  - personnel for, 129–136
- players
  - expenses, cost identification, 42–45
  - guest management, 316–317
  - post-event publicity, 407–408
  - postmortem staff meeting, 409–410
- presentation, 329–359
  - ceremonies and entertainment, 331–336
  - expenses of, cost identification, 50–51
  - flow in, 357–358
  - plan for, 329–331
  - production planning, 336–343
    - cast list, 342–343
    - rundowns, 337–339, 467–469
    - schedule, 340–342
    - scripts, 339–340
  - production values, broadcaster needs, 366–367
  - rehearsals, 343–348
  - sponsorship program sales, 202–205
  - technical tools, 348–356
    - autocue, 356
    - lasers, 353
    - lighting, 350–353
    - pyrotechnics, 355–356
    - sound, 348–350
    - video and projectors, 353–355
- presenting sponsorship, program design, 192–193. *See also* sponsorship; sponsorship program
- press conference
  - conducting of, 226–229
  - media center, 241–245
  - post-event publicity, 407–408
  - press release, 224–226
- prestige, sponsorship, sponsor goals, 164
- pricing, ticket sales, 61–65
- print advertising, 270–271
- private facilities, venue selection, 100–101
- prize pool, player-related expenses, 44
- prizes
  - guidelines governing, 153
  - promotions, 266
- production. *See* presentation
- production values, broadcaster needs, 366–367
- product placement, sponsorship, sponsor goals, 152–153
- program advertising, sponsor fulfillment costs, 180. *See also* advertising
- projector equipment, 353–355
- promotion(s), 258–266
  - awareness-building, 262–264
  - cost identification, 47–48
  - P-A-P-E-R test, 19–21
  - sales, 259–262
  - sponsorship, sponsor goals, 150–152
- tune-in, 264–266
- public facilities, venue selection, 100–101
- publicity, sponsorship, sponsor goals, 153–154
- pyrotechnics, 355–356
  
- raffles, revenue streams identification, 75
- ratings, broadcaster needs, 363–364
- receptions, sponsor fulfillment costs, 181–182
- recognition, of staff, 408
- reforecasts
  - cost identification, 54
  - revenue streams identification, 78–79
- refunds, ticket sales, 66
- rehearsals
  - camera rehearsals, 375–376
  - presentation, 343–348
- releases (waivers)
  - risk management, 392
  - sample of, 463–465
- rent, facility costs, 37–38
- reputation, sponsorship, sponsor goals, 164
- request for proposal (RFP)
  - bid solicitation, 91–94
  - community gatekeepers, 282–283
  - distribution of, 94–95
  - evaluation form for, 433–434
  - evaluation of, 95–99
  - Host City Request for Proposal, 419–432
- reserved seat tickets, 300
- responsibility delegation, critical dates calendar, 120–121
- restaurants, community gatekeepers, 286–287
- revenue
  - P-A-P-E-R test, 19–21
  - sponsorship, organizer goals, 144–145
- revenue streams identification, 57–80. *See also* budgets; cost identification; ticket sales
  - advertising, 68
  - bookkeeping, 76–78
  - broadcasting, 72–73
  - concessions, 71–72
  - grants and donations, 74–75
  - merchandise, 69–71
  - miscellaneous sources, 75
  - overview, 57–58
  - reforecasts, 78–79
  - sponsorship, 65–68, 145–146
  - ticket sales, 58–65
  - tournament fees, 73–74
- revisions, sponsorship program sales, 206
- rights fees, broadcasters, 368–369
- risk management, 379–406
  - accident response, 392–393, 394
  - accreditation, 393, 395–396
  - audience security, 396
  - cancellation scenarios, 386–387
  - communications, 402–404
  - details, 404–405
  - emergency response, 396–401
  - exposure and outcomes analysis, 380–382
  - financial and legal issues, 385–386
  - insurance, 387–392
    - cancellation insurance, 389–390
    - liability, 387–389
    - weather, 390–392
  - overview, 379–380
  - safety and security, 382–385
  - waivers (releases), 392

## 478 Index

- world events, 401–402
- Robichaud, Michael, 155, 210–211
- room attrition, hotel management, 323–325. *See also* hotel management
- room-nights, hotel, host city selection, 87–89. *See also* hotel management
- Roosevelt, Theodore, 299
- rundowns, production planning, 337–339, 467–469
- safety, risk management, 382–385
- sales commissions and expenses, benefits package, 177–178
- sales opportunities, sponsorship, sponsor goals, 156–157
- sales promotions, 259–262
- sampling, sponsor fulfillment costs, 182–184
- scheduling. *See also* critical dates calendar
  - production schedule, 340–342
  - rehearsals, 344
  - staff meetings, support organization management, 138–139
- Schwarz, Eric, 133
- scripts, production planning, 339–340
- sectional rehearsals, 345
- security
  - accreditation, 395–396
  - audience, risk management, 396
  - media accreditation, 234–237
  - risk management, 382–385
  - ticket sales, 300
- Shaw, George Bernard, 35
- signage, sponsor fulfillment costs, 179–180
- slow ticket sales, remedies for, 307–310
- sound equipment, 348–350
- special section advertising, 272
- spokesperson, media, 245–246
- sponsor fulfillment costs
  - advertising, 180–181
  - complimentary tickets, 179
  - discounting and couponing, 184–185
  - gifts, 182
  - identification of, 48–49, 176–177
  - sampling and giveaways, 182–184
  - signage and displays, 179–180
  - VIP receptions, 181–182
- sponsorship, 141–174. *See also* benefits package; partnerships; sponsorship program
  - benefits of, 142–143
  - benefits package, 166–173
    - business-to-business company, 171–173
    - consumer products company, 169–171
    - generally, 166–169
  - importance of, 141–142
  - organizer goals, 143–148
    - activation, 146–147
    - cost avoidance, 145–146
    - future commitment, 147–148
    - revenue, 144–145
  - revenue streams identification, 65–68
  - sponsor goals, 149–166
    - advertising and promotion, 150–152
    - customer hospitality, 154–156
    - exclusivity (associative benefits), 158–161
    - fund-raising, 157–158
    - generally, 149–150
    - ownership (associative benefits), 161–164
    - pass-through rights, 164–166
    - prestige and reputation (associative benefits), 164
- product placement, 152–153
- publicity, 153–154
- sales opportunities, 156–157
- Sponsorship Agreement, 459–462
- sponsorship deck, 202–205, 447–458
- sponsorship program, 175–215. *See also* benefits package; partnerships; sponsorship
  - agreement elements, 212–213
  - benefits package, 175–185
    - development costs, 177–179
    - fulfillment costs, 179–185
  - decision-making process, 206–207
  - finalization, 213–214
  - fulfillment, 214
  - sales process, 185–206
    - closing, 206
    - generally, 185–186
    - opportunity presentation, 202–205
    - program design, 191–201
    - qualifying and targeting, 186–190
    - revisions in, 206
  - sponsor's perspective, 207–213
    - assessment criteria, 209–211
    - marketing evaluation, 211, 213
- sports event marketing. *See* marketing; planning
- spreadsheets, revenue streams
  - identification, 76–78. *See also* computer software
- staff meetings
  - postmortem, 409–410
  - support organization management, 138–139
  - “tie-down meeting,” risk management, 404–405
- start dates, critical dates calendar, 116–117
- Stokan, Gary, 84
- strategies, tactics and, P-A-P-E-R test, 28–29, 30–31
- Sun Tzu, 402
- Supovitz, Frank, 135
- supportive tasks, decision points and, critical dates calendar, 117–120
- support organization, 122–139
  - decision-making process, 122–125
  - management of, 136–139
    - manual, 136–138
    - staff meetings, 138–139
  - organization chart, 125–129
  - personnel for, 129–136
    - agencies, 135–136
    - freelancers, 134–135
    - volunteers, 130–134
  - staff recognition, 408
- sweepstakes prizes, sponsorship, sponsor goals, 152–153
- tactics
  - development of, 21–28
  - strategies and, 28–29, 30–31
- talent coordinator (TC), production planning, 343
- Tarlow, Peter E., 380
- taxes, facility costs, 38–40
- technical rehearsals, 347
- teleprompter, 356
- television. *See* broadcasters
- terrorism, 401–402
- terrorism insurance
  - operations expenses, 47
  - risk management, 390, 391
- theft protection, ticket sales, 300
- ticket backs, information on, 310
- ticket discounts, sales promotions, 259–262
- ticketing systems
  - commissions, 40–41
  - ticket sales, 304–305
- ticket sales, 58–65, 300–310. *See also* guest management; hotel management
  - brokers, 305
  - budget worksheet for, 77
  - deductions, facility costs, 38–41
  - distribution for free admissions, 306
  - generally, 58–59
  - gross potential calculations, 59–61
  - packaging for multiple events, 306–307
  - pricing, 61–65
  - procedures in, 303–305
  - refunds, 66
  - remedies for slow sales, 307–310
  - theft protection, 300
  - ticket backs, information on, 310
  - timing of, 301–303
  - types and admission policies, 300–301
  - “tie-down meeting,” risk management, 404–405
  - time buys, broadcasters, 369–370
  - timing, of ticket sales, 301–303
  - title sponsorship, program design, 191–192
  - tournament fees, revenue streams
    - identification, 73–74
  - tune-in promotions, 264–266
- Ukman, Laren, 209–210
- “understand stakeholders’ objectives (USO)” rule
  - host city selection, 89
  - sports event marketing, 11–13
  - usage fees, facility costs, 38–40
- Valentine, Bobby, 379
- valet service fees, revenue streams
  - identification, 75
- value-in-kind (barter)
  - guest management, 312
  - sponsorship, 67–68, 145–146, 152–153, 181, 190
- vendors, liability insurance, 389
- venue selection, 99–110. *See also* facility costs; host city selection
  - evaluation criteria, 104–109
  - facility agreement, 109–110
  - Facility Selection Survey Form, 435–438
  - factors in, 103–104
  - generally, 99–101
  - negotiations, 101–103
- video equipment, 353–355
- viewership, broadcaster needs, 363–364
- VIP receptions, sponsor fulfillment costs, 181–182
- volunteers, personnel, 130–134
- waivers (releases)
  - risk management, 392
  - sample of, 463–465
- weather insurance, 47, 390–392
- Weiner, Jay, 391
- Wish, Sheri, 251
- workroom, media center, 238–240
- work rules, venue selection, 105–106
- world events, risk management, 401–402
- youth
  - P-A-P-E-R test, 21
  - participation by, 5
- Zaharias, Babe Didrickson, 249