

Contents

Foreword	xi
Series Editor Foreword	xiii
Preface	xv
Acknowledgments	xvii

Introduction	1
--------------	----------

The Power of Sports Event Marketing	1
The Evolution of Sports Event Marketing	5
Sports Events Are Something Special	6
Welcome to Your Playbook	7
Your Introductory Play—Supovitz’s Flying Wedge	9
The Sports Event Golden Rule— “Understand Stakeholders’ Objectives (USO)”	11
Current Trends in Sports Event Marketing and Management	13
Time to Start Planning	16

Play 1	Defining and Developing Objectives, Strategies, and Tactics	17
---------------	--	-----------

The P-A-P-E-R Test	19
Post-Play Analysis	33

Play 2	Identifying Costs	35
---------------	-------------------	-----------

Facility Costs	36
Player- and Game-Related Expenses	42
Event Operations	45
Marketing and Promotion	47
Sponsor Fulfillment	48
Guest Management and Hospitality	49
Event Presentation	50
Capital Investment and Amortization	51

	Miscellaneous Expenses and Contingency Allowances	53
	Reforecasts	54
	Post-Play Analysis	55
Play 3	Identifying Revenue Streams	57
	Ticket Sales	58
	Sponsorship and Advertising	65
	Merchandise	69
	Concessions	71
	Broadcasting	72
	Tournament Fees	73
	Grants and Donations	74
	Miscellaneous Revenues	75
	Balancing the Books	76
	Reforecasts	78
	Post-Play Analysis	80
Play 4	Soliciting and Selecting Host Cities and Venues	81
	What Host Cities Really Want from Sports Events	83
	What Sports Events Really Want from Host Cities	90
	What Event Facilities Really Want from Sports Events	99
	What Sports Event Organizers Want from Event Facilities	103
	Selecting a Facility	109
	Post-Play Analysis	110
Play 5	Starting the Clock on the Sports Event Planning Process	111
	Compile a Critical Dates Calendar	112
	Build a Support Organization	122
	Find the Right People	129
	Managing Your Support Organization	136
	Post-Play Analysis	139
Play 6	Understanding the Sports Event–Sponsor Relationship	141
	The Roots of Sports Event Sponsorship	142
	What Sports Event Organizers Really Want from Sponsors	143

	What Sponsors Really Want from Sports Events	149
	Know Your Sponsors	166
	Post-Play Analysis	173
Play 7	Teaming with Sponsors	175
	Scaling and Pricing Sponsorship Packages	175
	The Sales Process	185
	The Decision-Making Process	206
	The Sponsor's Point of View	207
	Finalizing the Deal	213
	Now, Service Your Sponsors	214
	Post-Play Analysis	214
Play 8	Maximizing and Servicing the Media Partnership	217
	The Two Faces of the Media	218
	What the Editorial Side Really Wants from Sports Events	220
	The Campaign for Attention	229
	Servicing the Media at the Event Site	233
	Media Center Facilities	238
	A Note about Talking to the Media	245
	Media Coverage and Media Partners	246
	Post-Play Analysis	247
Play 9	Activating the Sports Event Marketing Plan	249
	What Media Partners Want from a Sports Event Relationship	250
	What Sports Event Organizers Want from a Media Partner	253
	Selecting Media Partners	255
	Sports Event Promotions	258
	Effective Sports Event Advertising	266
	Event Marketing	273
	Post-Play Analysis	275
Play 10	Engaging the Community	277
	Identifying the Gatekeepers	280
	Focusing and Managing Community Enthusiasm	289
	Moving Forward	296
	Post-Play Analysis	296

Play 11	Accommodating and Managing Guests	299
	Selling Tickets	300
	Losing Sleep 101—What to Do If Tickets Aren't Selling	307
	Guest Management	311
	Guest Management Systems	313
	Hotel Management	317
	Managing Hotel Operations for Sports Events	326
	Post-Play Analysis	327
Play 12	Presenting Your Event	329
	Crafting the Sports Event Presentation Plan	329
	Ceremonies and Entertainment Elements	331
	Production Planning	336
	Scheduling Rehearsals	343
	Technical Tools of Sports Event Production	348
	Supovitz's Theory of Event Flow	357
	Post-Play Analysis	358
Play 13	Working with Broadcasters	361
	What Broadcasters Want from Sports Events	362
	What Sports Event Organizers Want from Broadcasters	367
	Broadcaster–Sports Event Business Relationships	368
	Working with Broadcasters	371
	Post-Play Analysis	377
Play 14	Managing for the Unexpected	379
	Risk Assessment and Management	379
	Remedying and Responding to Risk Exposure	387
	Reacting to Emergencies	396
	Acknowledging the World Condition	401
	Communications	402
	Tie Down the Details	404
	Post-Play Analysis	405
Play 15	Reviewing the Game Tapes	407
	Post-Event Publicity	407
	Recognition	408
	Settlement	409

Postmortem	409
The Future of the Sports Event Business	410
The Game Ends . . .	410
Appendix 1	Event Expense Budget Worksheet 413
Appendix 2	Sample Host City Request for Proposal 419
Appendix 3	Request for Proposal Evaluation Form 433
Appendix 4	Facility Selection Survey Form 435
Appendix 5	Sample Facility Event License Agreement 439
Appendix 6	Sample Sports Event Sponsorship Deck 447
Appendix 7	Sample Sponsorship Agreement 459
Appendix 8	Sports Event Participant Release 463
Appendix 9	Sample Sports Event Rundown 467
Appendix 10	Glossary of Common Sports Event Management and Marketing Terms 471
Index	475

