

Western University
Faculty of Health Sciences
School of Kinesiology

**KIN 3399G - Sport Marketing
Winter 2020**

<p>Instructor: Dr. Landy Lu Office: Arts & Humanities Bldg Rm 3B18 Email: dlu97@uwo.ca Office Hrs: Thu 2:30-4:40pm or by appointment</p> <p>TAs: Tristan Tahta ttahta@uwo.ca</p> <p>Ozzy Keles okeles@uwo.ca</p>	<p>Lectures: Tu 11:30am - 12:30pm Th 11:30am - 1:30pm</p> <p>Room: Social Sciences Centre Rm 3028</p>
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NOTE: All course information including grades, assignment outlines, deadlines, etc. are available via OWL. Check the website regularly for course announcements.

Calendar Course Description (including prerequisites/anti-requisites):

Sport is a market driven industry. Managers cannot successfully operate in the industry without a thorough understanding of the marketing concept and its linkage between customers and products. This course focuses on the strategic sport marketing planning process, the sport consumer, market research and strategies, and the elements of the marketing mix.

Prerequisite(s): [Kinesiology 2298A/B](#).

Extra Information: 3 lecture hours.

You are responsible for ensuring that you have successfully completed all course pre-requisites, and that you have not taken an anti-requisite course.

Unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you may be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.

NOTE: If you wish to enrol in this course without the stated pre-requisite(s), you must obtain written approval from the course instructor. The approval should then be forwarded to your academic counsellor.

My Course Description

Sport is a market driven industry. Managers cannot successfully operate in the industry without a thorough understanding of the marketing concept and its linkage between customers and products. This course is intended to provide you with an overview of critical concepts of sport marketing and the application of these concepts to the sport industry. We will be focusing on some of the key areas of marketing: Market segmentation, market analysis, brand strategy, brand positioning, sport consumer, marketing research and strategies, and four Ps of the marketing mix—product, place, price, and promotion. The course will also cover diverse tangible and intangible products in sport such as licensed merchandise, sponsorship, and e-sports.

Throughout the course, you will be responsible for reading and preparing answers to several case studies that will be discussed in class.

Learning Outcomes/Schedule:

- Identify and delineate theoretical terms, concepts, and philosophies related to sport marketing. (Learn)
- Synthesize research and theoretical knowledge as it relates to a particular sport marketing topic/issue. (Analyze)
- Apply the knowledge learned in the classroom to the sport industry and real world settings. (Apply)
- Develop projects designed to solve current and future problems/issues in the sport industry. (Solve)

Required Course Material/Text:

All required readings will be posted on OWL.

Recommended Textbook: Mullin, B., Hardy, S., & Sutton, W. Sport Marketing 4th Edition

Recommended Periodicals: Fortune, Business Week, Team Marketing Report, Street & Smith's Sports Business Journal, Journal of Sport Management, Sport Management Review and so on.

Course Evaluation:

- **Individual**
 - Class participation (5%)
 - Sport event analysis assignment (20%)
 - Midterm exam (25%)
- **Group**
 - Group case analysis presentation and report (20%)
 - Final group project presentation and report – Website/Social Media/Marketing plan (30%)

Final grade for the course will be determined using the following scale:

A+ (90-100), A (80-89), B (70-79), C (60-69), D (50-59), F (below 50)

Class Participation (5%)

Class participation grade is determined by students' attendance and contributions offered by each student. Attendance is highly recommended and essential. Instructor will randomly check attendance three times/per semester. All absences without prior notice to the instructor or TA will count against your participation grade. All readings and cases listed in the syllabus must be prepared thoroughly before each class session. Students are expected to participate in class discussions and provide insights for the class.

Sport Event Analysis Assignment (20%)

The purpose of this assignment is to provide a critical reflection of a sporting event from a marketing perspective. Choose one sport event to attend in Jan or Feb. The event may be a Western women's or men's intercollegiate basketball, volleyball, or hockey game, or may be a local event at the Budweiser Gardens venue. If going to a local game is difficult for you, you may choose to watch a professional/collegiate game on TV/online. The content of your reflection should demonstrate understanding of sport marketing content and concepts presented in this course.

Assignments must be typewritten using Times New Roman 12-point font and double-spaced with 1.25 inch left/right margins and 1 inch top/bottom margins. Length should be approximately 5

pages (around 1000 words) excluding the title page, references, tables, and figures. The title page should include the title of the assignment, your name, and your student number. Number your pages in the top right corner.

Due date is **Tuesday, Mar 3** in class. A PDF or Word document should be posted on OWL by the due date. Two marks will be deducted for each day of late submission.

Evaluation of the sport event analysis (100 pts): a) Summary of the event and your observation/reflection 15 pts; b) how your observation/reflection relates to the topic/concept discussed in the class 30 pts; c) evaluate the marketing strategy you observed during the event 30 pts; d) provide suggestions/tips on how to improve the marketing strategies of the event 20pts; e) include relevant references/citations (at least 2 citations in each report) in APA format 5 pts.

Midterm Exam (25%)

There will be an in-class midterm exam on **Thursday Mar 12th**. Students are allowed to prepare a one-page cheat sheet of study notes for the exam. Detail guideline and the instruction of the exam will be provided later in the semester.

Group Case Analysis Presentation and Report (20%)

Each group will lead in discussion of one of the cases listed in the syllabus. In the first week, students should form their own group (~4-5 persons/group). A representative of each group should **email THREE preferred topics** for the Group Case Analysis project to **both TAs and the instructor** (make sure send the email cc to all three at one time) by **Jan 14 at 5pm**. Cases will be handled on a first come first serve basis. The instructor will try to assign cases that reflect group's topical interests. (Please note that this will not guarantee that you will be assigned to a topic you selected).

On the appointed day for that case, the team will lead out in the class discussion of that case. Meanwhile, the rest of the class should familiarize themselves with the case by reading relevant materials on their own and be prepared to make valuable contributions to the case discussion.

The first group case presentation will start **on Jan 30th** and continue on a weekly basis. One day prior to the group is scheduled to lead the case analysis, each group should post their slides and submit a 5-page (excluding figure, table, and references) analysis report on OWL. The presentation should be clear and comprehensive. Key discussion questions for each case should be covered in the presentation. Each group will have 15 minutes to present their case analysis and additional 10 minutes for Q&A.

Evaluation of the group case analysis (100 pts): a) Identification of main issues/problems 10 pts; b) Response to discussion questions 30 pts; c) Evaluation of marketing strategies 20 pts; d) Links to course concepts and additional research 15 pts; e) Recommendations on effective strategies/solutions 15 pts; f) Flow of presentation/report and appropriate references/citations (at least 2 citations in each report) in APA format 10 pts.

Final Group Project - Website/Social Media/Marketing Plan (30%)

Students are expected to create a sport brand (e.g., organization, service, or product that has a clear link to sport industry) and develop a marketing plan for their brand. In the third week, students should form their own group (4 persons/group). The purpose of this project is to determine the extent to which you can apply the concepts covered in the course to the real sport industry. Students are expected to create a logo (using Canva, Unsplash), a slogan, a website (using Google Site), a social media (e.g., twitter, Instagram, facebook) account, and a marketing plan for their brand. Consult with the instructor when you select a topic. The final outcome will be presented

in class at the end of the semester, starting on **Mar 26**. Each group will have 15 minutes for presentation and additional 5 minutes for Q&A. In addition, each group is required to submit a full marketing plan/proposal (10-12 pages) for their brand at the end of the semester.

The due date for this final project report is **April 3**.

Evaluation of the oral presentation (50 pts): a) Creativity 15 pts; b) links to class materials and marketing concepts 10 pts; c) marketing plan/proposal 20 pts; d) flow of the presentation and professionalism 5 pts.

Evaluation of the written report (50 pts): a) Introduction of the brand and the meaning of its logo and slogan 15 pts; b) clear marketing plan/proposal 20 pts; c) quality of writing 10 pts; d) proper citations and references (at least 5 citations in each report) in APA format 5 p

Assignments are due as stated in the course syllabus and will not be accepted late, except under medical or other compassionate circumstances. Submitting a late assignment without appropriate documentation will result in a zero (0) grade. A missed mid-term examination, without appropriate documentation will result in a zero (0) grade. Acceptable reasons might include hospital stays, serious illness, family emergencies (like serious accidents, illness or death) or similar circumstances

Course/University Policies

1. Statement on Use of Personal Response Systems (“Clickers”)

If Personal Response Systems (“Clickers”) are used in the course, a reference to the Guidelines for their use (Guidelines are shown below). Instructors are to communicate clearly to students information on how clickers are used including: how the student’s privacy will be protected, how clickers may be used by the instructor for data gathering and for evaluating the students, and why they cannot be used by anyone but the student (since the students involved in misuse of a clicker may be charged with a scholastic offence).

2. **Academic offences:** They are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following Web site: https://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf

A) Students must write their essays and assignments in their own words. Whenever students take an idea, or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence (see Scholastic Offence Policy in the Western Academic Calendar). All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between Western University and Turnitin.com <http://www.turnitin.com>

B) Computer marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating.

3. Electronic Device Usage:

During Exams - Unless you have medical accommodations that require you to do so, or explicit permission from the instructor of the course, you may not use any of the following electronic devices during ANY of the tests, quizzes, midterms, examinations, or other in-class evaluations: cellphones, smart phones, smart watches, smart glasses, audio players or recorders of any sort, video cameras, video games, DVD players, televisions, laptop/notebook/netbook computers, flashlights or laser

pointers.

During Lectures and Tutorials: Although you are welcome to use a computer during lecture and tutorial periods, you are expected to use the computer for scholastic purposes only, and refrain from engaging in any activities that may distract other students from learning. Please be respectful to your fellow students and turn the sound off. If the professor receives complaints from other students regarding noise or other disruptive behavior (e.g. watching videos on YouTube.com, updating your Facebook status, playing Solitaire), your classroom privileges will be revoked. From time to time, your professor may ask the class to turn off all computers, to facilitate learning or discussion of the material presented in a particular class. **Unless explicitly noted otherwise, you may not make audio or video recordings of lectures – nor may you edit, re-use, distribute, or re-broadcast any of the material posted to the course website.**

4. Health and Wellness:

Information regarding health and wellness-related services available to students may be found at <http://www.health.uwo.ca/>.

Students who are in emotional/mental distress should refer to Mental Health@Western (<http://www.health.uwo.ca/>) for a complete list of options about how to obtain help.

5. Support Services

There are various support services around campus and these include, but are not limited to:

1. *Student Development Centre* -- <http://www.sdc.uwo.ca/ssd/>
2. *Student Health & Wellness* -- <http://www.health.uwo.ca/>
3. *Registrar's Office* -- <http://www.registrar.uwo.ca/>
4. *Ombudsperson Office* -- <http://www.uwo.ca/ombuds/>

6. Documentation for Academic Accommodation (Illness, Medical/Non-Medical Absences):

http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12

Students who experience an extenuating circumstance (illness, injury, or other extenuating circumstance) sufficiently significant to temporarily render them unable to meet academic requirements may submit a request for academic consideration through the following routes:

- (i) Submitting a Self-Reported Absence (see below for conditions)
- (ii) For medical absences exceeding 48 hours, submitting a Student Medical Certificate (SMC) signed by a licensed medical or mental health practitioner to their Academic Counselling in their Faculty of registration in order to be eligible for Academic Consideration; or
- (iii) For non-medical absences exceeding 48 hours, submitting appropriate documentation (e.g., obituary, police report, accident report, court order, etc.) to Academic Counselling in their Faculty of registration in order to be eligible for academic consideration. Students are encouraged to contact their Academic Counselling unit to clarify what documentation is appropriate.

Students seeking academic consideration **must communicate with their instructors no later than 24 hours** after the end of the period covered by either the self-reported absence or SMC, or immediately upon their return following a documented absence.

The following conditions are in place for self-reporting of medical or extenuating circumstances:

- a. a maximum of two self-reported absences between September and April and one self-reported absence between May and August;
- b. any absences in excess of the number designated in clause a above will require students to present a Student Medical Certificate (SMC) or appropriate documentation supporting extenuating circumstances to the Academic Counselling unit in their Faculty of registration no later than two business days after the date specified for resuming responsibilities.

- c. The duration of the excused absence will be for a maximum of 48 hours from the time the Self-Reported Absence form is completed through the online portal, or from 8:30 am the following morning if the form is submitted after 4:30 pm;
- d. The duration of the excused absence will terminate prior to the end of the 48 hour period should the student undertake significant academic responsibilities (write a test, submit a paper) during that time;
- e. The duration of an excused absence will terminate at 8:30 am on the day following the last day of classes each semester regardless of how many days of absence have elapsed;
- f. Self-reported absences will not be allowed for scheduled final examinations; for midterm examinations scheduled during the December examination period; or for final lab examinations scheduled during the final week of term;
- g. Self-reporting may not be used for assessments (e.g. midterm exams, tests, reports, presentations, or essays) worth more than 30% of any given course;

For medical and non-medical absences that are not eligible for self-reporting Kinesiology students must submit an Academic Consideration Request form found online https://www.uwo.ca/fhs/kin/undergrad/files/accommodation_request.pdf in addition to an SMC or appropriate documentation in the event of a non-medical absence. These documents will be retained in the student's file, and will be held in confidence in accordance with the University's Official Student Record Information Privacy Policy.

7. **Grades:** Where possible assignment objectives and rubrics will be posted on OWL. Should you have a concern regarding the grade you received for an assignment or feel that it is unfair in any way, you must wait 24 hours from the receipt of the assignment to approach the instructor or TA. In doing so, please make an appointment and prepare in writing, with evidence, why you feel your grade is inappropriate. Please be aware that in requesting a grade reassessment, your grade could go up/down/or stay the same. Note that calculations errors (which do occur!) should be brought to my attention immediately.

Generally, students can expect some form of feedback on their performance in a course before the drop date.

- November 9th, 2019 (for first term half-courses)
- November 27th, 2019 (for full-year courses)
- March 4th, 2020 (for second term half-or full year courses)

A+	90-100	<i>One could scarcely expect better from a student at this level</i>
A	80-89	<i>Superior work that is clearly above average</i>
B	70-79	<i>Good work, meeting all requirements and eminently</i>
C	60-69	<i>Competent work, meeting requirements</i>
D	50-59	<i>Fair work, minimally acceptable.</i>
F	below 50	<i>Fail</i>

Rounding of Grades (for example, bumping a 79 to 80%):

This is a practice some students request. **This practice will not occur here.** The edges of this course are clear and sharp. The mark attained is the mark you achieved and the mark assigned; there is no rounding to the next grade level, or 'giving away' of marks. Please don't ask me to do this for you; the response will be "please review the course outline where this is presented".

8. **Classroom Behaviour:** Class will begin promptly at the time specified at the top of page one of this syllabus. In the event that you must arrive late, please enter the classroom with a minimal disturbance to the class. Please keep all electronic devices on silent and avoid distracting classmates.

9. Student Code of Conduct

The purpose of the Code of Student Conduct is to define the general standard of conduct expected of students registered at Western University, provide examples of behaviour that constitutes a breach of this standard of conduct, provide examples of sanctions that may be imposed and set out the disciplinary procedures that the University will follow. For more information, visit <https://www.uwo.ca/univsec/pdf/board/code.pdf>

Group Case Analysis Briefs and Sample Discussion Questions

Case #1: BodyArmor challenges Gatorade: New product development

Synopsis: Companies create new products in the market to innovate or differentiate from other competitors. Pepsi-owned Gatorade has been dominating the sports drink market in the U.S. as they have a market share of about 75%. BodyArmor was launched in 2011 as an alternative to Gatorade and now has about 2% market share in the same category (cf. Powerade has 15%). Coca Cola invested in BodyArmor to acquire minority stake which means BodyArmor now has access to U.S. Coca-Cola bottling system with future potential for global expansion. However, strategic marketing plan is critical in enhancing brand awareness and product trialability, which will help the brand to grow.

Discussion questions:

1. Discuss the current brand positioning of the BodyArmor.
2. What are main points of differentiation between Gatorade and BodyArmor?
3. Analyze BodyArmor's current marketing strategy. What are the biggest challenges and opportunities for the brand to increase their market share?
4. What effective marketing strategies can help the company to increase awareness and product trials?

Case #2: Athlete endorsement and Tessa Virtue

Synopsis: After competing at the 2018 PyeongChang Olympic Games, Olympic ice dance medalist Tessa Virtue became the new (and first Canadian) face of Nivea Canada. In addition to Nivea, Virtue has signed endorsement deals with numerous other brands such as Adidas, BONLOOK, Hillberg & Berk, Air Miles, and etc. Virtue now has 371k followers on Instagram. She was also the most mentioned Canadian female athlete on Twitter in 2018. Brands constantly look for the next talent to drive sales and solidify their brand perception. More eyeballs following athletes and their stories means greater value for endorsed brands.

Discussion questions

1. What determines the marketability of an athlete? What metrics are out there?
2. Analyze the Virtue's market value.
3. Why does Nivea choose Virtue as their new face of the brand?
4. Discuss the value of social media as a marketing platform to promote athlete endorsements.

Case #3: VISA and the Olympics: Brand leveraging through sport sponsorships

Synopsis: Global sponsorship spending continues to grow and is expected to amount \$65B in 2019. Companies are spending millions of dollars to have the rights to associate their brands with mega sporting events such as the Olympics and the FIFA World Cup. Visa, a credit card company has been sponsoring the Olympics since 1986. Visa also sponsors the FIFA World Cup, the NFL, NHL, NHLPA, and Toronto International Film Festival.

Discussion questions

1. Why do companies spend money on sporting events? Identify commonly stated sponsorship objectives.

2. Analyze how sponsorships differ from traditional advertising. What are pros and cons of sponsoring a sporting event?
3. How do sponsors evaluate sponsorship effectiveness? Do they really work?
4. Exposure vs. Engagement - discuss what makes sponsorship more valuable.

Case #4: From Lance Armstrong, Tiger Woods, to Maria Sharapova: Athlete transgressions and endorsement marketing

Synopsis: As the visibility of high-profile athletes has increased with the help of social media, more brands want to build unique brand experiences around star athletes. For example, Cristiano Ronaldo, a Portuguese striker, has more than 320 million followers on his social media counts (Facebook, Twitter, and Instagram) around the globe. At the same time, brands face dilemma when athletes are in trouble (e.g., Tiger Woods, Lance Armstrong). Marketing managers need to understand how consumers respond and make decisions when scandals happen and their ramifications on the endorsed brand.

Discussion questions

1. Explore marketing practices that involve celebrity athletes.
 1. Identify how brands choose athletes for their brands.
2. Marketers face dilemma when their brand's celebrity endorser is engaged in transgression. Some brands withdraw their ties with the troubled endorser while some maintain their relationship. What should marketers consider when they face such dilemma?
3. Types as well as the level of severity of scandals vary. Analyze previous cases of athlete scandal and make suggestions what marketers should do in different circumstances.

Case #5: Globalizing the Game: NFL and MLB in the U.K. and beyond

Synopsis: Six NFL teams traveled to London in October 2018 to play their regular season games. The NFL's International Series started from 2007, where the league hosted American football games outside the U.S. every year since. The series now has two sub-brands: the NFL London Games, and the NFL Mexico Game. Major leagues' efforts to globalize their games is nothing new. In 2019, New York Yankees and Boston Red Sox played their regular season games in London for the very first time. While American sports seem to gain some traction in Europe and beyond, there are some challenges remain to penetrate into new markets.

Discussion questions

1. Compare and contrast the NFL and the MLB's London Series (e.g., branding of the series, teams played, title sponsors, etc.).
2. What are the business implications of globalizing American professional sport leagues around the globe?
3. Analyze the strategies that the leagues have adopted in the past to tap into new markets.
4. Moving forward, what are some challenges that need to be considered when globalizing sport in different cultures?

Case #6: The explosive growth of E-Sports

Synopsis: E-Sports will soon be a multibillion dollar business with a global audience of over 300 million fans. E-Sports viewers spent 17.9 million hours watching their gaming heroes on those channels in the first quarter of 2018. E-Sports first became an official event for the 2018 Asian Games and the IOC is considering to include eSports in the Olympic event. In the U.S., colleges and universities are recruiting gamers to represent their institutions. The University of Akron is investing \$750,000 to build an eSports space for their varsity teams. The U.S. government has recognized full-time League of Legends players as professional athletes. Growing numbers of

professional sports franchises are also investing in eSports.

Discussion questions

1. What is the market size of eSports and who are the most prominent governing bodies that control and expand the leagues?
2. How is eSports differ from (or similar to) traditional sports?
3. Who are the consumers/participants of eSports?
4. Professional sports teams and leagues are recognizing the business potential of eSports. How current teams and leagues are involved with eSports and how will it impact the industry?

Case #7: The rise of over-the-top streaming and ESPN+

Synopsis: Today's media landscape has changed dramatically and is impacting sport media industry and their companies. In particular, the internet has greatly changed how consumers consumer live sport content as they stream on their personal devices and more are parting from traditional cable packages. ESPN has laid off hundreds of their employees due to significant decrease in cable subscribers which costed the flagship sports channel tens of millions of dollars in revenue. In April 2018, ESPN launched the direct-to-consumer subscription service, ESPN+, which has more than 3.5 million paid subscribers as of November, 2019.

Discussion questions

1. How has the media environment changed over the recent years? How has it impacted the sport media landscape and consumers' sport viewing behavior?
2. Conduct a SWOT analysis for ESPN+ subscription service.
3. Who are the main target audience of this streaming service?
4. Who are the direct and indirect competitors? What marketing strategies can help increase ESPN+ subscription?

Case #8: Sport gambling and its implications for the sport industry

Synopsis: After the U.S. Supreme Court's decision that legalize sports betting, a number of new physical or online sportsbooks have opened or in the process of being opened. Among many states, New Jersey pulled in a total of \$40.7M in wagers in July, up from \$16.4M collected after the state legalized sports betting on June 14, 2018. FanDuel and DraftKing, both known as daily fantasy sports provider, launched sportsbook in New Jersey. Steep increase in gambling revenue is not surprising but it certainly will make a huge impact the sport industry at various levels.

Discussion questions

1. Since the Supreme Court's decision, which States have passed the bill to legalize sports betting?
2. Discuss if legalizing sports betting will impact leagues' and teams' direct and indirect revenue.
3. From a consumer behavior standpoint, how does betting on sports impact viewership and other relevant consumer behaviors?
4. What are additional implications of legalizing sports betting on the sport industry?