COURSE NUMBER: TSTD 3102W-10

COURSE TITLE: Sport and Event Marketing

LOCATION: Duques 361: Monday, 12:45pm - 3:15pm

COURSE DESCRIPTION: Application of marketing theories to sports, events, and related properties. A study of the leading trends and forces facing teams, leagues, events and brands in the diverse sports and entertainment industry ranging from branding and sponsorship to fan attendance and global expansion. This course will review traditional sports marketing and emerging methods of digital and social media. It will demonstrate that while sport and event marketing is similar to other consumer-facing industries in always having to meet customer demand, sports is unique in that it is a perishable and inconsistent product and fans must continually be attracted and converted into customers. Furthermore, this course will emphasize how all players within the industry have been challenged to demonstrate value to its customers, stakeholders and fans. Return on Investment (ROI) now means as much if not more than wins and losses and data driven decision-making has gone from the exception to the norm.

PREREQUISITES: BADM 3401 Basic Marketing Management

PROFESSOR: Dr. Lisa Delpy Neirotti
Department of Management

Office: Funger Hall 301P
Office Hours: **Tuesday 9am-11am; Wednesday 11am-2pm** and by appointment. (Please sign up using Doodle links that are distributed via the sports listserv)

*It is highly recommended to call/e-mail and confirm your meeting, even if during office hours*

Phone: 202-994-6623 (office), 301-440-8044 (mobile), 301-680-0996 (home)
E-mail: idelpy@gmail.com

*** If you send an e-mail and do not receive a response within 48 hours, you must take additional measures to reach Professor Neirotti. These include: calling, follow-up email, and/or coming to office hours. You may also contact the preceptor. Missed correspondence through e-mail does not constitute an excuse or approval. ***

PRECEPTOR: Mia Svirsky
svirskymia@gwu.edu, 617-285-9218 (mobile)
LEARNING OBJECTIVES:

By the completion of the course, each student should be able to:
1. Understand the leading trends and forces affecting sports teams, brands, leagues, and governing bodies as well as entertainment companies.
2. Recognize the importance of segmented marketing, targeting both customers and fans.
3. Gain experience in using key metrics for sales, sponsorship, and branding with an emphasis on ROI.
4. Learn how sports and event properties are leveraging digital and social media to expand return on marketing investment.
5. Target corporate prospects and write sponsorship and endorsement proposals.
6. Write a creative and effective marketing plan to promote and sell events, sports, and related products.

READINGS & MATERIALS: Required Readings

- To purchase the 4 HBR cases, https://cb.hbsp.harvard.edu/cbom/access/38373625
  - Recommended to get 1-year subscription vs. 12 weeks. You will need in other sport management courses and it is important to read for professional growth.
  - Select George Washington University, then Lisa Delpy Neirotti TSTD 3102 Sport & Event Marketing

Recommended Readings and Resources

- http://libguides.gwu.edu/sport
- To access The Sports Sponsor Factbook, Team Marketing Report go to the above libguides website>Find Directories and follow the link/instructions to login to Factbook via the GW IP address
- IEG Sponsorship Marketplace http://www.sponsorship.com Reference #: GT3930.133
- Sport Market Place Directory, Reference #: HD9992.a5s667
- The List http://www.thelistinc.com
- SBRNet.com (GWU, Password GWU) – demographics and statistics on sport participation, social media use and other research
- Scarborough Research Database (go to myprimelingo.com, click new user, enter gwu email, and retrieve password. Follow directions provided in class)
- Partnership Activation http://partnershipactivation.com
- Veeck, Bill, Veeck as in Wreck
- Journal of Sport Management, Human Kinetics Publishing, Champaign, IL.

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• Sport Marketing Quarterly, Fitness Information Technology, Morgantown, WV.
• Sports Video Group http://sportsvideo.org/main/ 
• SportTechie http://www.sporttechie.com/subscribe-to-our-newsletter/

_Reserve Reading_

  Chapter 12 Ticket Sales and Operations & Chapter 16 Fund Raising
  (Located in Electronic Reserves on blackboard)

**GRADING:**

_All assignments are due at the start of class on the respective due date. Hard copies should be brought to class and also posted on blackboard._

- Assignments are expected to be of high quality and submitted in the correct format.
- You will be graded not only on what you write, but also how you write it (i.e. grammar, typos, style, etc.). A sports and event executive must be a persuasive communicator in both written and oral form.

  * 10 points deducted for more than two typos/spelling errors or non-professional appearance.
  * Assignments may be returned for corrections with a possibility of an increased grade upon re-submission. Regardless, 10 points deducted if the revisions are not completed and resubmitted.
- Deadlines are sacrosanct in any business and they will be in this class too. Late work will result in a downward adjustment of one letter grade per day it is late.

**Grade Breakdown**

<table>
<thead>
<tr>
<th>93-100% = A</th>
<th>90-92 = A-</th>
<th>87-89 = B+</th>
<th>84-86 = B</th>
<th>80-83 = B-</th>
<th>77-79 = C+</th>
<th>74-76 = C</th>
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</thead>
<tbody>
<tr>
<td>70-73 = C-</td>
<td>67-69 =</td>
<td>64-66 = D</td>
<td>60-63 = D-</td>
<td>Below 60 = F</td>
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<td>D+</td>
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**METHOD OF INSTRUCTION:** This course will include lectures, guest speakers, practical assignments, class discussion and periodical reviews. All readings and assignments are to be typed and completed in advance of class meetings.
ASSIGNMENTS:

Assignment Overview

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
<th>Due Date</th>
</tr>
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<tbody>
<tr>
<td>Assignment #1A</td>
<td>5</td>
<td>Sep. 19</td>
</tr>
<tr>
<td>Assignment #1B</td>
<td>10</td>
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<td>Assignment #1C</td>
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<td>Oct. 10</td>
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<tr>
<td>Assignment #1D</td>
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<tr>
<td>Assignment #1E</td>
<td>5</td>
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<tr>
<td>Assignment #1F</td>
<td>30</td>
<td>By Dec. 12</td>
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<tr>
<td>Assignment #2A</td>
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<td>Assignment #2B</td>
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<td>Nov. 14</td>
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<tr>
<td>Assignment #2C</td>
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<td>Nov. 28</td>
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<td>Assignment #6</td>
<td>10</td>
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<td>Assignment #7</td>
<td>10</td>
<td>By Dec. 12</td>
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<td>Assignment #8</td>
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<td>Avail. Dec. 13 Due by Dec. 20</td>
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<td>Class Participation &amp; Attendance</td>
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<tr>
<td>Extra Credit</td>
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<tr>
<td>Total Possible</td>
<td>390</td>
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</tbody>
</table>

*Up to 10 possible points (see below under Extra Credit), **Pop-quizzes may increase this final total

ASSIGNMENT DESCRIPTIONS

#1 Sponsorship Proposal (Individual Project)

A. Propose a company to approach regarding a sponsorship proposal for an event, team, organization, or athlete (property). This assignment must include the full contact information for the person and company to whom you plan to send the proposal (name of person, title, name of company, address, telephone number, email address). The proposal should be for something real, not fictitious. This assignment should also include full contact information of the contact person for the property with whom you are working (entity seeking sponsorship) including name of person, title, name of organization, address, telephone number, and email address. Use the template on blackboard to complete assignment. Refer to The Sports Sponsors Factbook or Sports Market Place Directory in Gelman Library for corporate contact info and/or check the Internet. Be sure to call the company to confirm that the contact information is correct. NOTE: The proposed company should not be an existing sponsor or a competitor of an existing sponsor. Non-profit organizations typically do not sponsor any events other than their own. If the company requires that the proposal be submitted on-line, provide the link as well as provide the contact information for the person responsible for sponsorships in the company.

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B. Create a sponsorship proposal in PowerPoint and write a cover letter in Word targeted to the company identified in #1A following the format discussed in class and in the Graham textbook. Samples also posted on Blackboard. If the company requires that you submit proposals on-line, complete as instructed and SAVE (do not formally submit yet). You must also submit a hard copy of the cover letter and proposal in the class format. The data requested on-line should be same/similar as required in the proposal. Peer Review will take part in class as indicated in Outline. Hardcopies must be brought to class. *Prior to the peer review, each student must meet with the preceptor to review proposal and cover letter. The proposal and cover letter must be at least 90% complete before your scheduled meeting to make the best use of everyone’s time.

C. Each student will be assigned to review a peer’s sponsorship proposal and provide feedback during class. Professor Neirotti will then review peer’s edits and add additional comments as appropriate.

D. Students should read and consider all feedback, make appropriate edits, meet with Professor if there are any questions, and submit a final hard copy version of the cover letter and sponsorship proposal to Professor Neirotti and also post on Blackboard under Assignments.

E. Professor Neirotti will return proposals with comments. Each student needs to review and consider the feedback and make appropriate edits. Make an appointment with the professor should you have any questions about the feedback. After making these edits, each student needs to mail, e-mail and/or fax the cover letter and proposal to the identified company. If the company requires proposals to be submitted on-line, edit the SAVED electronic proposal as directed by professor and submit. A generic letter from the professor explaining the assignment is on Blackboard that can be attached to your cover letter and proposal. A copy of the final proposal should be posted on Blackboard under Assignments. Make sure you receive permission from the organization/event for whom you are writing the proposal before you send it out to the potential corporate sponsor. If they do not want you to send out, the organization representative should provide feedback on the cover letter and proposal as well as a reason for not wanting to send out and you should contact Professor Neirotti to explain this situation and identify a second person to review.

F. Students are required to follow-up with the person to whom the proposal was sent. One follow-up attempt is not enough. If you receive no response via email, you should try calling, faxing, and/or visiting (as appropriate). Begin follow-up one week after submitting proposal and contact every 7-10 days until you receive a response. Submit a written analysis of the actions taken to receive feedback. Include the complete contact information for the person you submitted the proposal to and for the person who actually provided feedback (if different); a description of when (dates) and how (mail, called, faxed) you tried to get a response, and the feedback received (both positive and negative). If feedback was received in e-mail or other written correspondence, summarize feedback in report and attach email to your analysis. In addition to the feedback, be sure to discuss whether you agree with the feedback (why or why not) and what you would do differently next time (recommendations for future attempts). If after several attempts a student is unable to get a response, Professor Neirotti should be contacted for additional assistance. If the feedback received is brief e.g., "I like it" or "Not interested" then you need to follow-up and ask more detailed questions such as "What did you think about the format?" "Was there any additional information that you would want included in the proposal", "Would you consider sponsoring this event, why or why not?" Grade is not based on whether or not proposal is accepted or receives positive feedback but rather on effort taken to get a response and future recommendations.

#2 Marketing Plan (Group Project)
Your semester long project will be to work with a local team, brand or event organizing committee (the Client) to create and implement a marketing plan to help it achieve its overall sales and marketing goals.
The Marketing Plan should include the following:

1. Describe product/service that you are selling/marketing
2. A clear assessment of the Client’s overall sales and marketing goals and priorities. Each client will have differing priorities. It will be up to you to meet with the Client and accurately identify those priorities. For example, an event may need to target specific segments to sell tickets while a team may be looking to expand its appeal to new fan segments with non-game related memberships and products. The assessment should include the metrics used to gauge whether the goals have been successful or not.
3. Clearly identify and analyze the Client’s fan/customer segments. Determine which segment(s) you will target, how many people are in a particular segment, who are they, how to reach them. Use Scarborough or other resources.
4. Once you have clearly defined the segments and its needs, develop a minimum of three/maximum of five promotional campaigns that will target them. Describe each of the marketing tactics and provide complete action item details so someone could pick up the plan and implement without further research or work. This includes text of all emails, social media posts, flyers, etc. Names and contact information of key people plus email addresses or listserv URLs should all be included. One grass root, tabling, or personal selling activity should be included.
5. For each marketing tactic, specify objectives and key metrics that will be used to measure success.
6. Google advertisement. For most clients you will not have a budget but every group will need to create a Google advertisement (whether implemented or not). Estimate a budget for the online advertising campaign(s) based on key words (include a list of at least 10 key words). How will success and ROI be measured?

Marketing Plan Deliverables & Timeline

- **September 12th** – Rank your top choice initiatives
- **September 19th** – Groups announced
- **October 17th** – Sales & Marketing project update *(1-2 pages in Word)*. This deliverable should outline the client meeting that you either had or will have. It should include: 1) Description of what you are selling (What team/concert, Date(s), cost, any special benefits with tickets) 2) Who do you plan to target to sell tickets (describe target market(s) - who are they, how many people in each segment? 3) How do you plan to reach your targets (what strategies/marketing activities are you thinking about to inform your target audience(s) about the opportunity to purchase and encourage/motivate them to purchase. 4) How many people will you reach through each of the proposed strategies and how many tickets do you expect to sell through each of your marketing activities? There are examples of plans on blackboard to review under examples. For this assignment, you should have researched the product you are selling and have thought of how you can best sell your product.
- **November 14th** – Sales & Marketing Draft Plan *(6-12 pages in Word)*. This plan should be as complete as possible and include the text for email and/or listserv posts with corresponding emails; flyers/handouts, and if utilizing social media include a social media editorial calendar for at least 2-3 weeks (this can be created in excel per sample below). Also create a Google ad and list 10 key words with estimated budget (although you will most likely NOT implement). There should also be at least one personal selling activity (tabling) with details of when, where, who targeting, and what will happen. For each activity, estimate the number of people you plan to reach through the activity and the number of tickets you expect to sell. Send plan to client for...
feedback. This plan should be thorough enough that someone could pick it up and implement without doing any further research or preparation.

**Example of Social Media Calendar**
Column 1 (Date of Activity)
Column 2 Social media platform with size of account e.g. Facebook, Twitter, SnapChat, Instagram
Column 3 Text of what you will post or infographic or photo
Column 4 Where post (account) or to whom tweet (use Twitter key word search to find people to follow; identify influencers) and number of friends/followers
Column 5 Results (number of likes, shares, retweets)

- **December 12th** – Final Sales & Marketing plan (8-12 pages in Word plus up to 6 pages of exhibits) Make sure all questions or comments written by the professor on the draft are addressed in your final marketing plan plus add any additional items that were missing or add to the plan. Remember, this plan should be detailed enough so someone could pick it up and implement without doing any further research.

- **December 12th** – In-class Presentation of plan (PPT Presentation – 10 minutes with 5 minutes Q&A). Group members will submit evaluations of each other, which will be calculated into individual grades.

**#3 Press Release Critique**
Each student will find and edit (if applicable) a press release written by a team, agency, sporting good company, or event and describe why the release was or was not effective. Students should bring the release, with comments written on copy, and an independent evaluation to class where they will be grouped with other students to identify the best and worst press releases. Be prepared to present findings in class.

**#4 Digital SMS Assignment**
Select one NFL team and one DIFFERENT professional team (NBA, MLB, MLS, NHL). Go to each team’s website and opt-in to receive its e-mail newsletters and updates. Also, “Like” the teams on Facebook, follow their main team Twitter account plus any other social platforms. Track and contrast how the teams communicate varying types of messaging and the frequency with which they do so. Are their sales and marketing priorities evident, and if so what are they? Are their sponsors integrated and if so, how? Are the digital assets integrated with one another (i.e. are they reinforcing similar messaging) and do they tie back to the team’s website? Is there a clear call-to-action and engagement? Is one team doing a better job than the other? Was it easy to opt-in and how long did it take to begin receiving team e-mails? Contrast the messaging during the 3-4 weeks that you are following them. For those more interested in events/entertainment, select either two different entertainment organizations that promote concerts or live events (e.g. LiveNation/Filmore, AEG, 9:30 Club) or two different events and track and contrast social media presence as described above. *(2-3 pages in Word with up to 3-4 screen shot exhibits)*

**#5 – Sport/Event Trend MEMO**
Play the role of a marketing employee at either a sports team, sport-marketing agency, sporting goods company, sports commission, sport or entertainment venue, or other sport or event organization or company (you choose). You have been asked by your company marketing director to read trade publications, scholarly articles and other resources in order to write a memo on new marketing ideas, opportunities, competitor marketing strategies, or other trends that could be helpful or is relevant to your organization. Articles used to write this memo must be referenced on an attached page in APA citation format (need complete reference). See Blackboard for example of a Memo.
A minimum of five articles should be referenced; with at least 3 from SBJ, SBD or BizBash (or equivalent industry publication) and **ONE ACADEMIC SCHOLARLY JOURNAL ARTICLE** must also be cited. Academic articles can be found by searching the electronic databases under Aladin Gelman Library (select scholarly journals only). Academic articles are typically 5 – 12 pages in length and have an average of ten references. The memo should be properly formatted including Date, To, From, Re or Subject. (No longer than 1-2 pages in Word)

**#6 Current News**

All students must submit at least two current news stories at any point during the semester. Only one article may be submitted each week. Do not submit both of your articles in the same week, as only one will count. The news item can be from the SBD/SBJ, BizBash, or any other reputable source. All submissions must be submitted to Blackboard by **5pm on the Friday prior** to be included in the next week’s class and **must** be accompanied with a paragraph that analyzes the significance of the news item and why it was submitted and a link/screenshot of the story. Submission format should be a word document with your name. Submissions that are not accompanied with a short analysis and do not follow format guidelines will not receive full credit. (1 page in Word)

*Students are encouraged to partner with a classmate so that one will subscribe to the SBD and one to the SBJ and then share the resources (or split the combo subscription). This way students gain exposure to both publications. The partner who subscribes to the SBD should provide the ID and Password to the other partner and subscribers to SBJ should bring the hard copy of the Journal to class after they have finished reading or share ID and Password. For both SBJ and SBD there is also an on-line electronic search feature that allows students to do research on previously published articles for MEMO assignment or marketing plan.*

**#7 Live Game/Event Experience Analysis**

You are to attend a professional sport event (GW basketball does not count) or a major event (e.g., conference, trade show, gala, concert) and take note of the sponsors, promotions, and other marketing or hospitality activities from the time you are near the venue to the time you leave. Who were the sponsors, how did they receive exposure, what type of contests or promotions took place during the game and time outs. What did you like most and why? How was your entire experience as a fan (concessions, ushers, music, entertainment, etc.)? You are evaluating the event from start to finish from a marketing perspective. (No longer than 2 pages double-spaced in Word)

**#8 Final Assignment**

A take home assignment that challenges students to apply lessons learned in class. It is to be completed independently. **The assignment will be available December 13th and due by December 20th at 5 pm both in hardcopy to Professor’s office mailbox and online to Blackboard.**

**COURSE EXPECTATIONS & POLICIES:**

**Confidentiality**

Everything discussed in class by the professor, students or guest speakers is off-the-record! Class discussions, dialogue and/or any content should not show up in blogs, newspapers, radio stations, TV or any other media outlet.

**Food/Beverage Policy**
Food and beverages are permitted so long as the usage is not distracting to that student or other students in the class. **NO food should be eaten during Guest Speaker presentations.**

**Computer Policy**
Laptops are permitted for notes but emailing, Internet surfing, or doing outside work during class is **strictly prohibited.** Professor Neirotti reserves the right to ask that all laptops be closed during class. Noncompliance with this policy will result in an automatic loss of participation and attendance credits for that class. Repeated noncompliance will result in the loss of laptop privileges for the semester.

**Class Participation & Attendance**
Students are expected to attend all classes. To obtain an excused absence from class, please notify the Professor and Preceptor by e-mail a minimum of two days prior to the class. It will then be up to you to obtain lecture notes from a classmate -- notes will not be made available on Blackboard. Unexcused absences will result in deduction of points from overall class attendance and participation. If you are to miss a class, you must still turn in any assignment due that day in hard copy and if you miss a pop quiz, you will be given a zero for that quiz, unless your absence is excused and alternative methods of assignment are provided by the Professor. **Pop quizzes may be given in any class.**

**Extra Credit**
Throughout the semester different lectures or professional events will be announced or distributed through the listserv. Five (5) points will be earned for each additional out-of-class activity attended when a short written synopsis is submitted. Volunteer experiences do not count unless pre-approved by Professor. Maximum point allowance for extra credit is 10 points.

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**ACADEMIC INTEGRITY:**
The code of academic integrity applies to all courses in the George Washington School of Business. Please become familiar with the code. All students are expected to maintain the highest level of academic integrity throughout the course of the semester. Please note that acts of academic dishonesty during the course will be prosecuted and harsh penalties may be sought for such acts. Students are responsible for knowing what acts constitute academic dishonesty. The code may be found at: [http://www.gwu.edu/~ntegrity/code.html](http://www.gwu.edu/~ntegrity/code.html)

**UNIVERSITY POLICIES:**

**Religious Accommodation**

Students should notify faculty during the first week of the semester of their intention to be absent from class on their day(s) of religious observance. Faculty should extend to these students the courtesy of absence without penalty on such occasions, including permission to make up examinations. Faculty who intend to observe a religious holiday should arrange at the beginning of the semester to reschedule missed classes or to make other provisions for their course-related activities.

**Disability Support Services (DSS)**
Any student who may need an accommodation based on the potential impact of a disability should contact the Disability Support Services office at 202-994-8250 in the Rome Hall, Suite 102, to establish eligibility and to coordinate reasonable accommodations. For additional information please refer to: gwired.gwu.edu/dss/

**Mental Health Services 202-994-5300**

The University's Mental Health Services offers 24/7 assistance and referral to address students' personal, social, career, and study skills problems. Services for students include: crisis and emergency mental health consultations confidential assessment, counseling services (individual and small group), and referrals. counselingcenter.gwu.edu/