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ABSTRACT

This document presents the Ohio Integrated Technical and Academic Competency profile for sports marketing. The profile is to serve as the basis for curriculum development in Ohio's secondary, adult, and postsecondary programs. The profile includes a comprehensive listing of 999 specialty key indicators for evaluating mastery of 113 competencies in the following 17 areas: the sports industry; economics; communication and interpersonal skills; business ethics; business law; professional development; business, management and entrepreneurship; distribution; finance; marketing-information management; pricing; product/service management; promotion; selling; sports marketing operations; event marketing operations; and business-related technology skills. The competencies are organized so that they can be used in a modular curriculum development approach. The occupational skill competencies reflect the job opportunities and skills required to work in the sports marketing profession. Key academic, employability, and information technology skills have been integrated throughout the list to support the technical skills presented. A brief overview of the sports marketing field is included. (AJ)

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Sports Marketing

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Overview

Sports Marketing

Whether you create commercials for the Super Bowl, determine the price of seats in a stadium, or choose between offering a 5K or 10K race, you are participating in the exciting world of sports marketing. Sports marketing means applying marketing principles such as product management, pricing, distribution, and promotion, to the growing world of sports.

The sports industry is the eleventh largest industry in the United States. More than 10 billion is spent every year on sports advertising. There is a huge demand for sports broadcasting, and because of that demand, we have seen exceptional growth in broadcasting, including the development of sports specific channels and sports specific pay-per-view broadcasting. Employment estimates indicate that there are approximately 4.4 million sports-related jobs in marketing, entrepreneurship, administration and media.

Marketing careers in the sports industry are exciting and dynamic. No game is played exactly like the last game. There are winning seasons and losing seasons. The weather may be perfect or horrible. This creates an ever-changing product and requires that people working in the sports industry be flexible and adapt quickly to change. There are many jobs in this field including sports agents, sports facility managers, sports publicists, sales manager, and marketing director and many others.

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Units of Sports Marketing

- 01.00.00 **The Sports Industry**
- 02.00.00 **Economics**
- 03.00.00 **Communication and Interpersonal Skills**
- 04.00.00 **Business Ethics**
- 05.00.00 **Business Law**
- 06.00.00 **Professional Development**
- 07.00.00 **Business, Management, and Entrepreneurship**
- 08.00.00 **Distribution**
- 09.00.00 **Finance**
- 10.00.00 **Marketing-Information Management**
- 11.00.00 **Pricing**
- 12.00.00 **Product/Service Management**
- 13.00.00 **Promotion**
- 14.00.00 **Selling**
- 15.00.00 **Sports Marketing Operations**
- 16.00.00 **Event Marketing Operations**
- 17.00.00 **Related Business Skills: Technology**

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Sports Marketing

01.00.00 The Sports Industry

- 01.01.00 Analyze the nature of sports**
Key Indicators-Specialty:
 - 01.01.01 Discuss the types of sports
 - 01.01.02 Analyze the growth of sports
 - 01.01.03 Analyze trends in sports consumption
 - 01.01.04 Describe the level of participation in sports
 - 01.01.05 Analyze the cultural and social roles of sports in America
 - 01.01.06 Analyze the concept of sports as "entertainment"
 - 01.01.07 Analyze the concept of sports as a business
- 01.02.00 Examine the sports industry**
Key Indicators-Specialty:
 - 01.02.01 Analyze the national and international sports industry
 - 01.02.02 Examine the structure of the sports industry
 - 01.02.03 Identify cultural, social, and environmental issues that impact the sports industry
 - 01.02.04 Identify the impact of media coverage on the growth of the sports industry
 - 01.02.05 Describe the impact of sports-specific media on the sports industry
 - 01.02.06 Research the size and growth of the sports industry
 - 01.02.07 Identify trends in the sports industry
 - 01.02.08 Describe the opportunities in sports marketing careers
- 01.03.00 Examine the recreational, amateur, collegiate, and professional sports segments**
Key Indicators-Specialty:
 - 01.03.01 Examine the governing bodies
 - 01.03.02 Examine the impact of success on team marketing
 - 01.03.03 Describe the impact of individuals' image and behavior on marketing strategies
 - 01.03.04 Discuss trends and issues
 - 01.03.05 Describe the organizational structure of each segment
 - 01.03.06 Discuss the economic impact of the segments
 - 01.03.07 Describe the differences in participants and consumers in the industry segments
- 01.04.00 Describe the unique nature and importance of the Olympics**
Key Indicators-Specialty:
 - 01.04.01 Identify the economic, social, and cultural role and impact of the Olympics
 - 01.04.02 Identify the impact of hosting the Olympics

- 01.04.03 Describe the financing of the Olympics
- 01.04.04 Discuss the role the Olympics play in sports marketing
- 01.04.05 Explain the role and scope of Olympic sponsorships
- 01.04.06 Describe ambush marketing and its impact on Olympic sponsorships

01.05.00 Analyze the sports marketing industry

Key Indicators-Specialty:

- 01.05.01 Define sports marketing
- 01.05.02 Describe the growth of sports marketing
- 01.05.03 Describe the size of the sports marketing industry
- 01.05.04 Analyze trends in sports marketing
- 01.05.05 Analyze the unique characteristics of sports marketing
- 01.05.06 Discuss the impact of the World Wide Web on sports marketing

01.06.00 Examine sports consumption

Key Indicators-Specialty:

- 01.06.01 Examine reasons individuals participate in sports
- 01.06.02 Examine reasons individuals watch and listen to sports
- 01.06.03 Examine reasons individuals attend sports events
- 01.06.04 Analyze the unique relationship between sports and sports consumers
- 01.06.05 Discuss the impact of the socialization factor on sports consumption
- 01.06.06 Describe the importance of consumer sports knowledge on sports consumption
- 01.06.07 Describe the concept of "fan identification"
- 01.06.08 Analyze fan involvement and commitment levels and their relationship to both sports consumption and marketing

02.00.00 Economics

02.01.00 Apply basic economic concepts

Key Indicators-Foundation:

- 02.01.01 Apply the concept of economic goods and services to given business situations
- 02.01.02 Analyze the functions of money
- 02.01.03 Identify economic resources
- 02.01.04 Identify differences between economics and economic activities
- 02.01.05 Apply the concept of utility to given business situations
- 02.01.06 Apply the concepts of supply and demand
- 02.01.07 Apply the concept of price to given business situations
- 02.01.08 Apply the concept of opportunity cost to given business situations

02.02.00 Analyze economic systems

Key Indicators-Specialty:

- 02.02.01 Explain the concept of private enterprise
- 02.02.02 Identify factors affecting business profit
- 02.02.03 Determine economic factors affecting business risks
- 02.02.04 Discuss the relationship between government, business, and society

Key Indicators-Foundation:

- 02.02.05 Identify the types of economic systems

- 02.02.06 Identify the relationship between government, business, and society
- 02.02.07 Apply the concept of competition to given business situations
- 02.02.08 Analyze the interdependency between government and business

02.03.00 Analyze cost-profit relationships

Key Indicators-Specialty:

- 02.03.01 Explain the concept of productivity
- 02.03.02 Describe the nature of service productivity
- 02.03.03 Analyze the impact of labor on productivity
- 02.03.04 Explain the concept of organized labor and business
- 02.03.05 Explain the role of unions
- 02.03.06 Explain the law of diminishing returns
- 02.03.07 Explain "Return on Investment (ROI)"

02.04.00 Explain economic indicators/trends

Key Indicators-Specialty:

- 02.04.01 Explain measures used to analyze economic conditions
- 02.04.02 Explain the nature of the Consumer Price Index
- 02.04.03 Explain the concept of Gross Domestic Product

Key Indicators-Foundation:

- 02.04.04 Identify business cycles
- 02.04.05 Determine the impact of business cycles on business activities
- 02.04.06 Describe the nature of current/past economic problems
- 02.04.07 Identify leading/lagging indicators

02.05.00 Identify global economic concepts

Key Indicators-Specialty:

- 02.05.01 Explain the nature of global trade
- 02.05.02 Identify the impact of cultural, political and social environments on world trade
- 02.05.03 Identify examples of marketing American sports internationally

Key Indicators-Foundation:

- 02.05.04 Identify forms of international business activities

03.00.00 Communication and Interpersonal Skills

03.01.00 Use the fundamentals of communication

Key Indicators-Specialty:

- 03.01.01 Explain the nature of effective communications
- 03.01.02 Demonstrate effective listening skills
- 03.01.03 Reinforce service orientation through communication
- 03.01.04 Explain the nature of effective verbal communications
- 03.01.05 Address people properly
- 03.01.06 Write inquiries
- 03.01.07 Write persuasive messages
- 03.01.08 Write follow-up thank-you letters to clients
- 03.01.09 Use communication technologies/systems
- 03.01.10 Proofread written communications

- 03.01.11 Use internet/intranet
Key Indicators-Foundation:
- 03.01.12 Project a professional business image (appearance, voice, grammar, word, usage, enunciation, and non-verbal)
- 03.02.00 Deliver business presentations**
Key Indicators-Specialty:
- 03.02.01 Identify purpose of presentation
03.02.02 Identify audience goals
03.02.03 Determine content
03.02.04 Organize content (easy-to-follow points, logical sequence, well-defined speech parts)
03.02.05 Demonstrate professional delivery (non-verbal, creative, appropriate volume and pace, smooth transitions, confident)
03.02.06 Demonstrate appropriate mechanics
Key Indicators-Foundation:
- 03.02.07 Identify types of presentations for business use
03.02.08 Outline presentations
03.02.09 Enhance presentation delivery using various types of technology
- 03.03.00 Prepare written business documents**
Key Indicators-Foundation:
- 03.03.01 Prepare written business documents using various formats (e.g., letters, thank-you notes, acknowledgments, transcripts, and memorandums)
03.03.02 Prepare complex written reports (e.g., research, analysis, legal)
- 03.04.00 Communicate using telecommunications tools**
Key Indicators-Foundation:
- 03.04.01 Identify company policies regarding use of telecommunication tools (e.g., telephones, answering machine, fax, voice mail, e-mail, teleconferencing systems, Internet access and usage)
03.04.02 Operate telecommunications equipment in accordance with company policy
03.04.03 Communicate via telephones, voice mail, e-mail, FAX, teleconferencing systems
03.04.04 Maintain up-to-date status with new and emerging communication technologies
03.04.05 Take complete and accurate telephone messages
03.04.06 Give complete and accurate telephone messages
03.04.07 Follow established telephone etiquette
- 03.05.00 Communicate with staff**
Key Indicators-Specialty:
- 03.05.01 Follow directions
03.05.02 Explain nature of staff communication
03.05.03 Explain the use of interdepartmental/company communications
03.05.04 Give directions for completing job tasks
03.05.05 Conduct staff meetings
- 03.06.00 Conduct meetings and other group functions**
Key Indicators-Foundation:

- 03.06.01 Plan meetings
- 03.06.02 Apply parliamentary procedure
- 03.06.03 Schedule meetings
- 03.06.04 Prepare agendas
- 03.06.05 Make necessary meeting room arrangements
- 03.06.06 Make arrangements for participants' special needs (dietary needs, hearing needs, handicap access, foreign language interpreter)
- 03.06.07 Facilitate meetings
- 03.06.08 Participate in group discussions and meetings
- 03.06.09 Communicate roles and responsibilities of committee members and officers

03.07.00 Maintain work relationships

Key Indicators-Specialty:

- 03.07.01 Develop cultural sensitivity
- 03.07.02 Foster positive working relationships
- 03.07.03 Participate as a team member
- 03.07.04 Demonstrate respect for diversity in the workplace
- 03.07.05 Demonstrate flexibility in the workplace
- 03.07.06 Treat others fairly in the workplace
- 03.07.07 Maintain a positive attitude

Key Indicators-Foundation:

- 03.07.08 Provide needed information to customers and coworkers in a considerate, respectful, and timely manner
- 03.07.09 Identify essential skills and strategies for working with organizations and groups
- 03.07.10 Identify roles of formal and informal groups within organizations
- 03.07.11 Demonstrate business professionalism through the use of appropriate manners in accordance with established protocol and company policies
- 03.07.12 Gather information needed for international business communications

03.09.00 Develop customer relationships

Key Indicators-Specialty:

- 03.09.01 Explain the nature and importance of positive customer/client relations
- 03.09.02 Demonstrate a customer-service mindset
- 03.09.03 Handle customer inquiries
- 03.09.04 Greet clients/guests
- 03.09.05 Respond to requests for facilities/services/community information
- 03.09.06 Give directions to all locations
- 03.09.07 Assess customer's special needs (children, disabilities, etc.)
- 03.09.08 Explain communications tools and their impact on customer relationships
- 03.09.09 Explain management's role in customer relations
- 03.09.10 Research the customer
- 03.09.11 Over deliver to the customer
- 03.09.12 Build social relationships with customers
- 03.09.13 Maintain detailed client files
- 03.09.14 Exhibit optimism
- 03.09.15 Exhibit loyalty to organization
- 03.09.16 Make every customer feel important

- 03.10.00 Build customer service**
Key Indicators-Specialty:
- 03.10.01 Develop loyalty programs
 - 03.10.02 Create mailbots and FAQs to respond to common questions
 - 03.10.03 Evaluate how online forums can improve customer relations
 - 03.10.04 Identify internal and external customers
 - 03.10.05 Identify customer group
 - 03.10.06 Use the appropriate communication tool (e.g. direct mail, personal calls, phone, e-mail)
 - 03.10.07 Discuss the benefits of customer retention versus new customer development
- Key Indicators-Foundation:**
- 03.10.08 Recognize the importance of all customers to the business
 - 03.10.09 Determine customer's individual needs
 - 03.10.10 Interact with customers in a professional manner (e.g., prompt, friendly, courteous, helpful, knowledgeable, understandable)
 - 03.10.11 Provide customer service in compliance with ADA
 - 03.10.12 Explain the nature of guest-host relations
 - 03.10.13 Follow through on commitments made to customers (e.g., special orders, delivery specifications, new items)
 - 03.10.14 Communicate business policies to customers
 - 03.10.15 Interpret business policies so they can be understood by customers/clients
 - 03.10.16 Handle merchandise returns in accordance with customer service policy
 - 03.10.17 Handle customer complaints in accordance with customer service policy
 - 03.10.18 Facilitate customer service through the maintenance of key information systems
 - 03.10.19 Maintain customer base

- 03.10.00 Deal with conflict and change**
Key Indicators-Specialty:
- 03.10.01 Show empathy and respect for others
 - 03.10.02 Use appropriate assertiveness
 - 03.10.03 Be flexible
 - 03.10.04 Do not take things personally
 - 03.10.05 Demonstrate problem-solving skills
 - 03.10.06 Demonstrate negotiation skills
 - 03.10.07 Handle difficult customers
 - 03.10.08 Handle customer/client complaints
 - 03.10.09 Resolve disputes raised by customers
 - 03.10.10 Handle situation when the customer is at fault
 - 03.10.11 Explain the nature of organizational change
 - 03.10.12 Describe the nature of organizational conflict
 - 03.10.13 Explain the nature of stress management

04.00.00 Business Ethics

- 04.01.00 Analyze ethical business behavior**
Key Indicators-Specialty:
- 04.01.01 Analyze the relationship between business ethics, image, and marketing

Key Indicators-Foundation:

- 04.01.02 Analyze current trends in computers and business ethics
- 04.01.03 Identify various types of ethical and unethical business practices
- 04.01.04 Interpret codes of ethics for given businesses
- 04.01.05 Identify potential consequences of unethical business practices

04.02.00 Evaluate issues related to employee ethics

Key Indicators-Foundation:

- 04.02.01 Analyze current issues in employee ethics
- 04.02.02 Identify types of ethical employee behaviors
- 04.02.03 Identify unethical employee behaviors
- 04.02.04 Identify potential consequences of unethical behaviors
- 04.02.05 Identify ethics established by business for entry-level employees

04.03.00 Describe ethics in communication

Key Indicators-Foundation:

- 04.03.01 Respect the privacy of others
- 04.03.02 Describe ethical considerations in obtaining, providing, and receiving information across communication channels
- 04.03.03 Explain the role of communication ethics in the provision of services

05.00.00 Business Law

05.01.00 Identify key elements of contract law

Key Indicators-Specialty:

- 05.01.01 Describe elements of a valid contract
- 05.01.02 Differentiate between types of contracts (oral, written, implied)
- 05.01.03 Identify remedies available for breach of contract
- 05.01.04 Identify contractual obligations to leagues, associations, and other governing bodies
- 05.01.05 Identify contractual issues related to players and coaches
- 05.01.06 Identify contractual issues related to sponsorships, endorsements, and licenses
- 05.01.07 Describe liability issues related to the sports product

05.02.00 Evaluate legal issues in sports marketing

Key Indicators-Specialty:

- 05.02.01 Describe legal issues affecting sports businesses
- 05.02.02 Explain the Fair Use Doctrine
- 05.02.03 Analyze unfair competition and trade practices
- 05.02.04 Discuss the right of publicity
- 05.02.05 Describe first amendment issues

06.00.00 Professional Development

06.01.00 Demonstrate self-understanding

Key Indicators-Specialty:

- 06.01.01 Identify desirable personality traits important to sports marketing

- 06.01.02 Maintain appropriate personal appearance
- 06.01.03 Maintain positive attitude
- 06.01.04 Demonstrate interest and enthusiasm
- 06.01.05 Demonstrate responsible behavior
- 06.01.06 Demonstrate honesty and integrity
- 06.01.07 Recognize personal biases and stereotypes
- 06.01.08 Demonstrate ethical work habits
- 06.01.09 Demonstrate orderly and systematic behavior
- 06.01.10 Demonstrate initiative
- 06.01.11 Demonstrate self-control
- 06.01.12 Demonstrate appropriate creativity
- 06.01.13 Be punctual
- 06.01.14 Demonstrate flexibility in meeting deadlines
- 06.01.15 Describe traits important to the success of employees in the sports marketing industry

06.02.00 Use self-development tools

Key Indicators-Specialty:

- 06.02.01 Assess personal interests and skills needed for success in business
- 06.02.02 Explain the concept of self-esteem
- 06.02.03 Use feedback for personal growth
- 06.02.04 Adjust to change
- 06.02.05 Make decisions
- 06.02.06 Set personal goals
- 06.02.07 Use time-management principles
- 06.02.08 Seek a mentor
- 06.02.09 Seek an internship
- 06.02.10 Develop a network
- 06.02.11 Be persistent

06.03.00 Analyze career planning processes

Key Indicators-Specialty:

- 06.03.01 Analyze employer expectations in the business environment
- 06.03.02 Explain the rights of workers
- 06.03.03 Identify sources of career information
- 06.03.04 Research employment opportunities in sports marketing
- 06.03.05 Identify tentative occupational interest
- 06.03.06 Recognize the importance of "paying your dues"
- 06.03.07 Analyze why you want to work in sports marketing
- 06.03.08 Recognize the sacrifices needed when working in this industry
- 06.03.09 Do not place limitations on your career planning (geographic, particular sport, etc.)

Key Indicators-Foundation:

- 06.03.10 Research projected growth and availability of various business and management careers
- 06.03.11 Demonstrate knowledge of careers within the business field
- 06.03.12 Explore specific business and management career interests
- 06.03.13 Analyze trends and issues in business affecting potential careers

- 06.04.00 Manage professional career**
Key Indicators-Specialty:
- 06.04.01 Develop skills and characteristics wanted by sports marketing employers
06.04.02 Identify possible advancement patterns in sports marketing careers
06.04.03 Develop professional goals
- Key Indicators-Foundation:**
- 06.04.04 Develop skills and characteristics wanted by business employers
06.04.05 Identify possible advancement patterns in business
06.04.06 Set personal goals
06.04.07 Monitor progress toward personal goals
06.04.08 Plan for career growth, both nationally and internationally
06.04.09 Identify the steps to follow in leaving a business position
- 06.05.00 Apply job-seeking skills**
Key Indicators-Specialty:
- 06.05.01 Utilize job-search strategies
06.05.02 Write a letter of application
06.05.03 Prepare a résumé
06.05.04 Complete a job application
06.05.05 Interview for a job
06.05.06 Write a follow-up letter after job interviews
06.05.07 Post employment data on the Internet
06.05.08 Create network
06.05.09 Utilize recruitment companies
- Key Indicators-Foundation:**
- 06.05.10 Prepare documentation needed for obtaining a position
06.05.11 Update documents needed for business employment
06.05.12 Compile documents in a professional manner
06.05.13 Identify employment opportunities
06.05.14 Dress appropriately for job interview
06.05.15 Present credentials, philosophy, and goals in a job interview for a business position
- 06.06.00 Plan for professional development**
Key Indicators-Foundation:
- 06.06.01 Identify the role of professional organizations in the professional development process
06.06.02 Keep up-to-date by reading professional publications
06.06.03 Determine the benefits to business of employees belonging to professional organizations (membership, networking)
06.06.04 Examine the benefits of belonging to civic and community organizations
06.06.05 Determine the areas of continuing education needed in the business community
06.06.06 Examine benefits of continuing education for business field
- 06.07.00 Utilize continuing development activities**
Key Indicators-Specialty:
- 06.07.01 Explain possible advancement patterns for sports marketing jobs

- 06.07.02 Identify skills needed to enhance career progression
- 06.07.03 Use networking techniques

07.00.00 Business, Management, and Entrepreneurship

07.01.00 Describe business fundamentals

Key Indicators-Specialty:

- 07.01.01 Explain the role of business in society
- 07.01.02 Explain marketing and its importance in a global economy
- 07.01.03 Describe sales functions and related activities
- 07.01.04 Explain the concept of production
- 07.01.05 Describe crucial elements of a quality culture
- 07.01.06 Describe types of business activities

Key Indicators-Foundation:

- 07.01.07 Identify marketing functions and related activities
- 07.01.08 Identify current trends in marketing and their effects on business operation

07.02.00 Describe management and entrepreneurial functions

Key Indicators-Specialty:

- 07.02.01 Identify the functions of management
- 07.02.02 Describe the role of management in the achievement of quality
- 07.02.03 Explain the nature of managerial ethics

Key Indicators-Foundation:

- 07.02.04 Identify types of business ownership and the characteristics of each
- 07.02.05 Identify advantages and disadvantages of various types of business ownership
- 07.02.06 Identify areas of management (e.g., human resources, financial, facility, inventory, information systems, logistics, accounting, marketing, and sales) and their relationship to business functions
- 07.02.07 Identify management levels and their role in the organization

07.03.00 Apply analytical skills in business operations

Key Indicators-Foundation:

- 07.03.01 Determine what information is needed to solve problems and make decisions
- 07.03.02 Determine whether information is sufficient, insufficient, or extraneous when solving business problems
- 07.03.03 Interpret data needed to solve problems and make decisions
- 07.03.04 Apply information from tables, charts, and graphs to problem solving and decision-making
- 07.03.05 Interpret workflow and organizational charts
- 07.03.06 Apply logic skills to business decisions

07.04.00 Perform scheduling functions

Key Indicators-Foundation:

- 07.04.01 Maintain appointment calendars, including electronic calendars
- 07.04.02 Maintain schedules
- 07.04.03 Manage scheduling conflicts

- 07.04.04 Create calendar/schedule of activities (itineraries)
- 07.05.05 Identify the need for management across projects

- 07.05.00 Maintain a records management system**
 - Key Indicators-Foundation:**
 - 07.05.01 Develop a system for maintaining necessary company records
 - 07.05.02 Maintain secured and protected filing systems
 - 07.05.03 Store materials within appropriate filing systems
 - 07.05.04 Retrieve requested materials from established filing systems
 - 07.05.05 Purge filing systems in accordance with company policy

- 07.06.00 Analyze purchasing functions**
 - Key Indicators-Specialty:**
 - 07.06.01 Explain the nature and scope of purchasing
 - 07.06.02 Explain company buying/purchasing policies
 - 07.06.03 Explain the nature of the buying process
 - 07.06.04 Explain the nature of buyer reputation/vendor relationships
 - 07.06.05 Qualify vendors
 - 07.06.06 Conduct bidding process
 - 07.06.07 Choose vendors
 - 07.06.08 Negotiate contracts with vendors
 - 07.06.09 Review performance of vendors

- 07.07.00 Apply mathematics skills in business operations**
 - Key Indicators-Foundation:**
 - 07.07.01 Use algebraic equations to solve unknowns
 - 07.07.02 Apply number relations (e.g., greater than, less than, equal)
 - 07.07.03 Interpret measurement (e.g., weight, capacity, length, area, volume)
 - 07.07.04 Calculate break-even sales
 - 07.07.05 Calculate discounts and due dates
 - 07.07.06 Calculate percentages
 - 07.07.07 Make estimates based on given data (e.g., time, financial, inventory)
 - 07.07.08 Prove financial data (e.g., checkbooks, cash drawers, accounting forms)
 - 07.07.09 Apply keyboarding and 10-key skills
 - 07.07.10 Make change

- 07.08.00 Analyze accounting functions**
 - Key Indicators-Specialty:**
 - 07.08.01 Calculate net sales
 - 07.08.02 Describe nature of cash flow statements
 - 07.08.03 Prepare cash flow statements
 - 07.08.04 Describe nature of business records
 - 07.08.05 Prepare budgets
 - 07.08.06 Calculate financial ratios
 - 07.08.07 Interpret financial statements

Key Indicators-Foundation:

- 07.08.08 Identify the purposes of basic accounting functions
- 07.08.09 Apply generally accepted accounting principles and procedures in business operations
- 07.08.10 Employ computer accounting applications
- 07.08.11 Prepare balance sheets and profit-and-loss statements
- 07.08.12 Interpret inventory control system data
- 07.08.13 Analyze financial reports both electronically and manually
- 07.08.14 Evaluate cost-profit relationships
- 07.08.15 Predict financial outcomes relative to business decisions and financial data
- 07.08.16 Identify components of a financial plan
- 07.08.17 Set long-term financial goals and objectives (business, personal)

07.09.00 Perform banking functions

Key Indicators-Specialty:

- 07.09.01 Perform e-commerce banking functions

Key Indicators-Foundation:

- 07.09.02 Maintain a checkbook with proper reconciliation
- 07.09.03 Complete bank deposits/records

07.10.00 Analyze general business risk issues

Key Indicators-Specialty:

- 07.10.01 Explain types of business risk
- 07.10.02 Identify speculative business risks
- 07.10.03 Analyze promotional risks
- 07.10.04 Identify strategies to protect digital data
- 07.10.05 Explain nature of risk management
- 07.10.06 Explain liability issues
- 07.10.07 Analyze liability concerns for a sports event
- 07.10.08 Explain processes to limit or transfer risks
- 07.10.09 Describe the concept of insurance

07.11.00 Follow procedures to reduce financial risks

Key Indicators-Specialty:

- 07.11.01 Establish policies/procedures for preventing internal theft
- 07.11.02 Follow policies and procedures for preventing vendor theft
- 07.11.03 Explain procedures for reducing bad check losses
- 07.11.04 Develop procedures for safeguarding cash
- 07.11.05 Follow procedures for preventing burglary
- 07.11.06 Follow procedures for handling a robbery situation
- 07.11.07 Inspect currency for counterfeit bills, check authenticity, credit card fraud, smart card fraud, check card fraud, electronic currency fraud
- 07.11.08 Open/close a business facility

07.12.00 Describe safety and security issues

Key Indicators-Specialty:

- 07.12.01 Explain routine security precautions
- 07.12.02 Develop procedures for selecting security personnel
- 07.12.03 Develop security plans for sports events
- 07.12.04 Follow safety precautions
- 07.12.05 Clean service and work areas
- 07.12.06 Explain procedures for handling accidents
- 07.12.07 Explain procedures for dealing with workplace threats
- 07.12.08 Maintain crowd control
- 07.12.09 Handle emergency situations at sports events
- 07.12.10 Correct hazardous conditions
- 07.12.11 Establish fire-prevention program
- 07.12.12 Establish safety policies and procedures
- 07.12.13 Describe the nature of risk management for event planning
- 07.12.14 Develop a public relations plan related to security

07.13.00 Follow human resources policies

Key Indicators-Specialty:

- 07.13.01 Plan/organize the work efforts of others
- 07.13.02 Schedule employees
- 07.13.03 Delegate responsibility for job tasks
- 07.13.04 Explain standards for job performance
- 07.13.05 Establish goals based on standards
- 07.13.06 Develop job descriptions
- 07.13.07 Explain nature of wage and benefit programs
- 07.13.08 Recognize chain of command
- 07.13.09 Train new employees

07.14.00 Analyze personnel policies and procedures

Key Indicators-Foundation:

- 07.14.01 Describe ethics in personnel issues
- 07.14.02 Identify company rules and regulations
- 07.14.03 Follow personnel policies
- 07.14.04 Identify professional development guidelines within an organization
- 07.14.05 Identify appropriate training plan for an organization
- 07.14.06 Evaluate training effectiveness for employees

07.15.00 Develop volunteers

Key Indicators-Specialty:

- 07.15.01 Define why volunteers are needed
- 07.15.02 Design valuable opportunities for volunteers
- 07.15.03 Organize tasks to identify number of volunteers needed
- 07.15.04 Help recruit and screen volunteers
- 07.15.05 Train volunteers
- 07.15.06 Place volunteers
- 07.15.07 Supervise volunteers

- 07.15.08 Recognize volunteers
- 07.15.09 Evaluate volunteer processes
- 07.15.10 Have volunteers evaluate processes
- 07.15.11 Explain the role of volunteers in product extension and public relations

07.16.00 Lead others

Key Indicators-Specialty:

- 07.16.01 Orient new employees
- 07.16.02 Explain management's role in orienting new employees
- 07.16.03 Explain the role of training and human resource development
- 07.16.04 Explain the nature of management/supervisory training
- 07.16.05 Conduct training class/program
- 07.16.06 Explain the nature of leadership in organizations
- 07.16.07 Identify methods to build employee morale
- 07.16.08 Explain the concept of staff motivation
- 07.16.09 Explain the relationship between communication and employee attitude
- 07.16.10 Explain the concept of employee participation in decision-making
- 07.16.11 Provide feedback regarding work efforts
- 07.16.12 Encourage team building
- 07.16.13 Handle employee complaints and grievances
- 07.16.14 Ensure equitable opportunities for employees
- 07.16.15 Assess employee morale
- 07.16.16 Assess employee performance
- 07.16.17 Explain the nature of remedial action

Key Indicators-Foundation:

- 07.16.18 Identify the kinds of rewards, incentives, and motivators people seek at work
- 07.16.19 Identify the role of performance evaluations

07.17.00 Use financial functions

Key Indicators-Specialty:

- 07.17.01 Explain the nature of overhead/operating costs
- 07.17.02 Explain employee's role in expense control
- 07.17.03 Control use of supplies
- 07.17.04 Describe the nature of managerial control (e.g., control process, types of control, what is controlled)
- 07.17.05 Identify routine activities for maintaining business facilities and equipment
- 07.17.06 Explain the nature of operating budgets
- 07.17.07 Develop a budget for a business
- 07.17.08 Use budgets to control operations
- 07.17.09 Determine cost effective operating hours
- 07.17.10 Develop expense-control plans
- 07.17.11 Analyze operating results in relation to budget/industry
- 07.17.12 Analyze cash flow patterns
- 07.17.13 Leverage opportunities

- 07.18.00 Plan for the business**
Key Indicators-Specialty:
- 07.18.01 Develop company objectives for a strategic business unit
 - 07.18.02 Develop strategies to achieve company goals/objectives
 - 07.18.03 Explain external planning considerations
 - 07.18.04 Develop business plan
- Key Indicators-Foundation:**
- 07.18.05 Explain the nature/parts of business plans
 - 07.18.06 Identify the relationship between the business plan and the business organization
- 07.19.00 Plan projects**
Key Indicators-Specialty:
- 07.19.01 Develop project plans
 - 07.19.02 Use project-planning tools
 - 07.19.03 Evaluate success of project
- Key Indicators-Foundation:**
- 07.19.04 Track work using flow chart
- 07.20.00 Explain basic e-commerce concepts**
Key Indicators-Specialty:
- 07.20.01 Define e-commerce concepts
 - 07.20.02 Describe the components of e-commerce (e.g., front-end, back-end)
 - 07.20.03 Explain how e-commerce is similar to, and different from, traditional commerce
 - 07.20.04 Explain history and development of e-commerce
 - 07.20.05 Discuss the global impact of e-commerce
 - 07.20.06 Explain the scope of e-commerce and how it relates to business practices
 - 07.20.07 Explain how e-commerce relates to e-business and e-terminology
 - 07.20.08 Describe the impact of wireless e-commerce
 - 07.20.09 Describe the impact of emerging technologies
 - 07.20.10 Explain business-to-business e-commerce
 - 07.20.11 Explain business-to-consumer e-commerce
 - 07.20.12 Explain consumer-to-consumer e-commerce
 - 07.20.13 Describe the impact of e-commerce on business and society
 - 07.20.14 Describe the impact of e-commerce on the sports industry
 - 07.20.15 Describe the impact of e-commerce on the sports marketing industry
 - 07.20.16 Develop design and copy to feature logo merchandise and ticket sales on an e-commerce site
- 08.00.00 Distribution**
- 08.01.00 Explain the nature and scope of distribution**
Key Indicators-Specialty:
- 08.01.01 Explain the concept of distribution in sports marketing
 - 08.01.02 Discuss types of inventory (e.g. merchandise, tickets, stadium signs)

- 08.01.03 Explain the nature of channels of distribution
- 08.01.04 Identify channels in sports marketing
- 08.01.05 Explain direct and indirect distribution
- 08.01.06 Explain the concept of distribution intensity
- 08.01.07 Describe the use of technology in the distribution function
- 08.01.08 Discuss the nature of service intermediaries
- 08.01.09 Explain legal considerations in distribution
- 08.01.10 Describe ethical considerations in distribution
- 08.01.11 Explain the role of the media as distribution channels (e.g. sports specific media, pay-per-view, cable, satellite, Big 4 channels)
- 08.01.12 Discuss single versus multiple channel distribution in sports marketing
- 08.01.13 Describe ticket distribution services
- 08.01.14 Describe the trend toward integration of distribution channels

- 08.02.00 Use order fulfillment processes**
Key Indicators-Specialty:
 - 08.02.01 Explain the relationship between customer service and distribution
 - 08.02.02 Prepare invoices
 - 08.02.03 Use an information system for order fulfillment

- 08.03.00 Complete warehousing/stock-handling functions**
Key Indicators-Specialty:
 - 08.03.01 Explain receiving processes
 - 08.03.02 Explain shipping processes
 - 08.03.03 Explain storing considerations
 - 08.03.04 Explain warehousing processes
 - 08.03.05 Receive products
 - 08.03.06 Store products

- 08.04.00 Manage inventory**
Key Indicators-Foundation:
 - 08.04.01 Select inventory control system(s) (Periodic, perpetual, dollar, LIFO, FIFO) appropriate for inventory needs
 - 08.04.02 Manage inventory manually and/or electronically
 - 08.04.03 Maintain inventory control records and systems
 - 08.04.04 Identify reasons for inventory shrinkage
 - 08.04.05 Prepare inventory records and reports

- 08.05.00 Coordinate management of distribution**
Key Indicators-Specialty:
 - 08.05.01 Coordinate distribution with other marketing activities
 - 08.05.02 Explain the nature of channel-member relationships
 - 08.05.03 Explain the nature of channel strategies
 - 08.05.04 Describe strategies used to manage service delivery through intermediaries
 - 08.05.05 Describe the role of sports agents as channel intermediaries
 - Explain how the leagues (associations, organizations) control distribution

- 08.05.06 channels
- 08.05.07 Select channels of distribution for selected inventory
- 08.05.08 Evaluate channel members
- 08.05.09 Explain supply chain management

- 08.06.00 Distribute products**
 - Key Indicators-Specialty:**
 - 08.06.01 Choose appropriate distribution processes for tickets and merchandise
 - Key Indicators-Foundation:**
 - 08.06.02 Identify various classes of shipments and mail
 - 08.06.03 Sort/distribute shipments and mail
 - 08.06.04 Identify requirements for shipping/mail (e.g., package, domestic, international)
 - 08.06.05 Select shipment method appropriate for shipping/mail needs
 - 08.06.06 Choose appropriate distribution processes for tickets and merchandise

- 08.07.00 Analyze the process for venue selection**
 - Key Indicators-Specialty:**
 - 08.07.01 Evaluate accessibility and layout
 - 08.07.02 Identify the drawing radius
 - 08.07.03 Determine the extent of government cooperation in that area
 - 08.07.04 Determine potential financing arrangements
 - 08.07.05 Identify security features of site
 - 08.07.06 Analyze amenities in area and in venue
 - 08.07.07 Assess parking and convenience factors
 - 08.07.08 Identify cost of venue
 - 08.07.09 Complete a marketing feasibility study

09.00.00 Finance

- 09.01.00 Describe business financing**
 - Key Indicators-Specialty:**
 - 09.01.01 Explain the nature and scope of financing
 - 09.01.02 Describe the use of technology in the financing function
 - 09.01.03 Analyze critical banking relationships
 - 09.01.04 Describe sources of financing for businesses
 - 09.01.05 Explain the role of public financing in facility/venue development

- 09.02.00 Follow procedures in extending credit
 - Key Indicators-Specialty:**
 - 09.02.01 Explain the purposes and importance of credit
 - 09.02.02 Run credit check reports
 - 09.02.03 Follow company policy regarding methods of payment\
 - 09.02.04 Make critical decisions regarding acceptance of bankcards
 - 09.02.05 Evaluate financial status of a client
 - 09.02.06 Establish credit terms and limits

- 09.02.07 Collect payments
Key Indicators-Foundation:
 09.02.08 Calculate the cost of accepting credit cards
 09.02.09 Determine the factors involved in issuing credit
 09.02.10 Identify the components of credit reports

10.00.00 Marketing-Information Management

10.01.00 Complete marketing-information management functions

Key Indicators-Specialty:

- 10.01.01 Describe the need for marketing information
 10.01.02 Explain the nature and scope of marketing-information management
 10.01.03 Explain the role of ethics in marketing-information management
 10.01.04 Use technology in managing marketing information
 10.01.05 Assess marketing-information needs
 10.01.06 Develop a marketing-information management system

10.02.00 Gather information

Key Indicators-Specialty:

- 10.02.01 Identify information monitored for marketing decision-making
 10.02.02 Describe primary and secondary data
 10.02.03 Search the Internet for marketing information
 10.02.04 Monitor internal records for marketing information
 10.02.05 Monitor industry publications and trade journals for marketing information
 10.02.06 Collect marketing information from others (e.g., customers, staff, vendors)
 10.02.07 Conduct a benchmarking study
 10.02.08 Conduct an environmental scan to obtain marketing information
 10.02.09 Identify research methods used to evaluate service quality
 10.02.10 Explain the concept of data mining
 10.02.11 Explain the levels of data warehousing (e.g., data warehouse, data mart, data store)

10.03.00 Conduct marketing research

Key Indicators-Specialty:

- 10.03.01 Explain the nature of marketing research in a marketing-information management system
 10.03.02 Describe types of marketing research
 10.03.03 Define a problem
 10.03.04 Choose research design type
 10.03.05 Identify data collection methods
 10.03.06 Design a sample
 10.03.07 Collect data

10.04.00 Process information

Key Indicators-Specialty:

- 10.04.01 Describe techniques for processing marketing information
- 10.04.02 Explain the use of databases in organizing marketing data
- 10.04.03 Explain the importance and use of integrated databases
- 10.04.04 Use a database for information analysis
- 10.04.05 Explain the importance of databases that allow for multiple users and simultaneous access
- 10.04.06 Design a database for retrieval of information in a form for decision making
- 10.04.07 Interpret descriptive statistics for marketing decision-making

10.05.00 Report information

Key Indicators-Specialty:

- 10.05.01 Write marketing reports
- 10.05.02 Present report findings and recommendations

10.06.00 Use marketing planning

Key Indicators-Specialty:

- 10.06.01 Explain the concept of marketing strategies
- 10.06.02 Explain the nature of service marketing strategies
- 10.06.03 Identify considerations in implementing global marketing strategies
- 10.06.04 Explain the concept of market and market identification
- 10.06.05 Define customer profile
- 10.06.06 Describe the nature of target marketing in sports marketing
- 10.06.07 Explain the role of situational analysis in the marketing-planning process
- 10.06.08 Conduct Strengths/Weaknesses/Opportunities/Threats (SWOT) analysis for use in marketing planning process
- 10.06.09 Develop a marketing plan
- 10.06.10 Monitor marketing conditions
- 10.06.11 Describe measures used to control marketing planning
- 10.06.12 Conduct marketing audits
- 10.06.13 Evaluate performance of marketing plan

Key Indicators-Foundation:

- 10.06.14 Identify the purposes and functions of a marketing plan
- 10.06.15 Explain the concept of marketing strategies
- 10.06.16 Analyze market segmentation and its role in the marketing plan

11.00.00 Pricing

11.01.00 Evaluate pricing processes

Key Indicators-Specialty:

- 11.01.01 Explain the nature and scope of the pricing function
- 11.01.02 Explain the impact of organizational objectives on pricing
- 11.01.03 Explain the nature of pricing in the sports industry
- 11.01.04 Explain the impact of distribution on pricing
- 11.01.05 Determine the impact of time, image, success, location, market conditions, and event frequency on pricing sports
- 11.01.06 Explain the fan cost index statistic

- 11.01.07 Explain the impact of profit versus non-profit structures on pricing
- 11.01.08 Assess competitors' pricing strategies
- 11.01.09 Describe the role of business ethics in pricing
- 11.01.10 Explain legal considerations for pricing
- 11.01.11 Explain strategies for pricing new products and services
- 11.01.12 Identify difficulties in pricing sports
- 11.01.13 Explain psychological pricing
- 11.01.14 Describe promotional and non-promotional pricing strategies (e.g. product line or mix pricing, package or bundle pricing, value-based pricing, sales/promotion pricing, capitation, differential, captive, added-value pricing)
- 11.01.15 Determine geographic pricing strategies to adjust base prices
- 11.01.16 Identify segmented pricing strategies that can be used to adjust base prices
- 11.01.17 Determine how changes in the economy impact pricing

11.02.00 Determine prices

Key Indicators-Specialty:

- 11.02.01 Explain factors affecting the pricing decision
- 11.02.02 Describe considerations for the pricing of services
- 11.02.03 Select approach for setting a base price (e.g., cost, demand, competition)
- 11.02.04 Use technology in pricing
- 11.02.05 Determine cost of product/service (e.g., breakeven, ROI)
- 11.02.06 Calculate break-even point
- 11.02.07 Identify strategies for pricing new products/services)
- 11.02.08 Select product/service(s) pricing strategies
- 11.02.09 Determine discounts and allowances that will be used to adjust base prices
- 11.02.10 Identify cost of credit card transactions and other fees
- 11.02.11 Set prices
- 11.02.12 Adjust prices to maximize profitability

12.00.00 Product/Service Management

12.01.00 Analyze factors involved in managing products and services

Key Indicators-Specialty:

- 12.01.01 Explain the nature and scope of product/service management
- 12.01.02 Describe the unique aspect of the sports product
- 12.01.03 Explain the importance of sports performance statistics in marketing sports
- 12.01.04 Describe the concept of the athlete as a sports product
- 12.01.05 Analyze product/service trends in the sports marketing industry
- 12.01.06 Analyze the impact of product/service life cycles on marketing decisions
- 12.01.07 Explain business ethics in product/service management
- 12.01.08 Explain how the sports experience extends the sports product

12.02.00 Explain quality assurances

Key Indicators-Specialty:

- 12.02.01 Describe the nature of service standards

- 12.02.02 Explain strategies for balancing standardization and personalization of services
- 12.02.03 Explain guarantees
- 12.02.04 Identify consumer protection provisions of appropriate agencies

12.03.00 Determine product/service mix

Key Indicators-Specialty:

- 12.03.01 Explain the concept of product/service mix
- 12.03.02 Explain the nature of product extensions in sports marketing
- 12.03.03 Explain the nature of integrated services
- 12.03.04 Explain the nature of queuing systems in services marketing
- 12.03.05 Determine merchandising opportunities for a sports event/team/personality
- 12.03.06 Describe the importance of concessions
- 12.03.07 Describe the types of concessions
- 12.03.08 Discuss leveraging potential marketing partnerships with branded products carried at concession stands
- 12.03.09 Explain the importance of convenience factors
- 12.03.10 Discuss the role of the venue as a product extension (smart seats, "sports malls", etc.)
- 12.03.11 Describe the nature of product/service bundling
- 12.03.12 Plan product/service mix
- 12.03.13 Use technology in managing products/services

12.04.00 Develop new products

Key Indicators-Specialty:

- 12.04.01 Identify types of potential products
- 12.04.02 Generate ideas
- 12.04.03 Screen ideas
- 12.04.04 Test the concept
- 12.04.05 Test market selection decisions (distribution, price, etc.)
- 12.04.06 Test market
- 12.04.07 Introduce product

12.05.00 Analyze positioning

Key Indicators-Specialty:

- 12.05.01 Describe factors used by marketers to position products/businesses/services
- 12.05.02 Explain logo ownership rights
- 12.05.03 Explain co-branding and its impact on positioning
- 12.05.04 Explain the role of customer service in positioning/image
- 12.05.05 Describe the role of customer expectations in services marketing

12.06.00 Analyze the concept of branding

Key Indicators-Specialty:

- 12.06.01 Identify the brand
- 12.06.02 Explain how the Internet affects branding
- 12.06.03 Explain the importance of branding in buyer decision-making

- 12.06.04 Define trademark, brand name, brand mark, licensing, and brand equity
- 12.06.05 Evaluate reasons why customers are brand loyal
- 12.06.06 Describe brand strategies (e.g., family brand, individual brand, multiple brand strategy) and the advantages and disadvantages of each
- 12.06.07 Describe trademarks and trademark limitations
- 12.06.08 Analyze the value of branding for businesses
- 12.06.09 Analyze the pros and cons of branding for consumers
- 12.06.10 Describe URL implications
- 12.06.11 Identify mediums to communicate brand message
- 12.06.12 Analyze the value of an individual brand in a competitive marketplace
- 12.06.13 Identify secondary brands

12.07.00 Build brand identity

Key Indicators-Specialty:

- 12.07.01 Identify business components that influence buyer perception of a brand (e.g., advertising, product presentation, customer service, packaging, shipping, public relations, web site)
- 12.07.02 Integrate logos, slogans, URL, etc. throughout offline and online publications and advertising
- 12.07.03 Continue to brand without regard to external factors
- 12.07.04 Increase brand identity through co-branding
- 12.07.05 Integrate components into a consistent brand identity process

13.00.00 Promotion

13.01.00 Analyze promotion fundamentals

Key Indicators-Specialty:

- 13.01.01 Explain the nature and scope of promotion
- 13.01.02 Explain the communication process used in promotion
- 13.01.03 Explain the role of promotion in marketing
- 13.01.04 Identify the elements of the promotional mix
- 13.01.05 Describe the use of business ethics in promotion
- 13.01.06 Describe the regulation of promotion
- 13.01.07 Explain use of databases in promotion
- 13.01.08 Identify sources and costs of databases

13.02.00 Assess external marketing services

Key Indicators-Specialty:

- 13.02.01 Identify the types of external marketing (e.g., sales promotion, direct marketing, public relations, marketing research, product/package/interactive design, advertising)
- 13.02.02 Determine the role of external marketing services
- 13.02.03 Identify service providers
- 13.02.04 Recommend service provider strategies
- 13.02.05 Evaluate external providers

13.03.00 Use advertising

Key Indicators-Specialty:

- 13.03.01 Explain the types of advertising media
- 13.03.02 Explain components of advertisements
- 13.03.03 Write promotional messages that appeal to targeted markets
- 13.03.04 Explain the nature of direct advertising strategies
- 13.03.05 Describe considerations in using databases in advertising
- 13.03.06 Develop media strategies
- 13.03.07 Calculate media costs
- 13.03.08 Develop an advertising campaign
- 13.03.09 Select advertising media
- 13.03.10 Evaluate effectiveness of advertising
- 13.03.11 Identify opportunities for cooperative partnerships

- 13.04.00 Use website as a marketing tool

Key Indicators-Specialty:

- 13.04.01 Identify the importance of a web presence
- 13.04.02 Determine purpose of website
- 13.04.03 Develop website design/components
- 13.04.04 Develop website strategies
- 13.04.05 Use website to increase/maintain fan base
- 13.04.06 Create interactive opportunities on website
- 13.04.07 Complete marketing research on website
- 13.04.08 Develop customer relationship management strategies for website
- 13.04.09 Create website
- 13.04.10 Evaluate website effectiveness
- 13.04.11 Update website
- 13.04.12 Identify global and legal implications of website marketing
- 13.04.13 Use website inventory as a revenue generator (e.g. sales tools, merchandise sales, on-line auctions, sponsorship opportunities, tickets, subscription-based services)

13.05.00 Use direct marketing

Key Indicators-Specialty:

- 13.05.01 Explain the types of direct marketing
- 13.05.02 Analyze the use of direct marketing
- 13.05.03 Develop a direct marketing plan
- 13.05.04 Identify legal parameters in direct marketing
- 13.05.05 Explain opt-in, opt-out permission marketing
- 13.05.06 Develop direct mail materials

13.06.00 Plan public relations

Key Indicators-Specialty:

- 13.06.01 Define public relations, media relations, community relations, and publicity
- 13.06.02 Identify publicity opportunities
- 13.06.03 Generate ideas for publicity (features, interviews, speeches, etc.)
- 13.06.04 Develop a public relations plan
- 13.06.05 Assess new technologies

- 13.07.00 Complete media relations functions**
Key Indicators-Specialty:
- 13.07.01 Know the media outlets
 - 13.07.02 Develop media contact list
 - 13.07.03 Develop knowledge of media formats and deadlines
 - 13.07.04 Treat media with respect and firmness
 - 13.07.05 Develop a media flow chart
 - 13.07.06 Maintain a media release diary
 - 13.07.07 Provide media relations training for coaches and players
 - 13.07.08 Coach personnel for speech engagements and personal appearances
 - 13.07.09 Build relationship with the media
 - 13.07.10 Be persistent with media
 - 13.07.11 Write a feature story
- 13.08.00 Implement community relations plan**
Key Indicators-Specialty:
- 13.08.01 Analyze costs/benefits of company participation in community activities
 - 13.08.02 Identify the responsibilities of corporate citizenship
 - 13.08.03 Describe the connection between community relations and image
 - 13.08.04 Research opportunities for community relations
 - 13.08.05 Describe league initiatives
 - 13.08.06 Develop a community relations plan
 - 13.08.07 Evaluate the plan
 - 13.08.08 Define the relationship between community relations and marketing
 - 13.08.09 Schedule personal appearances
- 13.09.00 Implement public relations activities**
Key Indicators-Specialty:
- 13.09.01 Write a news release
 - 13.09.02 Write radio news release
 - 13.09.03 Create video news release
 - 13.09.04 Coordinate interviews
 - 13.09.05 Schedule speeches
 - 13.09.06 Maintain department archives
 - 13.09.07 Produce information and photos for sales brochures
 - 13.09.08 Schedule personal appearances
 - 13.09.09 Suggest ideas for interviews, features, call-in shows, etc.
 - 13.09.10 Provide quote sheets
 - 13.09.11 Manage in-house photography
 - 13.09.12 Manage in-house video production
 - 13.09.13 Scout for visual opportunities for media use
 - 13.09.14 Provide public relations training for employees and volunteers
 - 13.09.15 Focus public relations efforts on activities occurring both on and off the field
 - 13.09.16 Identify opportunities to tie potential sponsors to community relations activities
- 13.10.00 Develop crisis management plan**
Key Indicators-Specialty:
- 13.10.01 Explain the concept of recovery marketing

- 13.10.02 Plan before a crisis occurs
- 13.10.03 Research organizations to try to predict potential crisis
- 13.10.04 Develop a plan for event-day and non-event day crisis
- 13.10.05 Create reputation management strategies
- 13.10.06 Maintain emergency records
- 13.10.07 Choose a well-informed spokesperson
- 13.10.08 Offer a value-added solution to the problem
- 13.10.09 Deal with media based on plan
- 13.10.10 Evaluate management of crisis

13.11.00 Plan public relations publications

Key Indicators-Specialty:

- 13.11.01 Identify the purpose and components of the following publications: Media Guide, Fact Sheets, Recruiting kits, Annual reports, News advisories, Media/press kits, Game/Event program, Team yearbooks, Preseason schedules, Brochures, Newsletters, and Catalogs
- 13.11.02 Identify the most appropriate time to use these materials
- 13.11.03 Identify costs involved in producing each document
- 13.11.04 Evaluate design components
- 13.11.05 Identify techniques used to gain attention

13.12.00 Produce public relations publications

Key Indicators-Specialty:

- 13.12.01 Identify need for document
- 13.12.02 Create budget
- 13.12.03 Use design features to gain attention
- 13.12.04 Write copy
- 13.12.05 Create document
- 13.12.06 Evaluate document

13.13.00 Stage a press conference

Key Indicators-Specialty:

- 13.13.01 Identify purpose and value of conference
- 13.13.02 Schedule the conference
- 13.13.03 Choose site
- 13.13.04 Issue invitations and follow up with media
- 13.13.05 Choose spokesperson
- 13.13.06 Provide message points for spokesperson
- 13.13.07 Set up facility (including refreshments)
- 13.13.08 Distribute news releases, quote sheets, and press kits
- 13.13.09 Place product(s) in view of camera
- 13.13.10 Arrange for photos
- 13.13.11 Follow-up with media as needed
- 13.13.12 Evaluate event

13.14.00 Develop sales promotions

Key Indicators-Specialty:

- 13.14.01 Design frequency marketing program
- 13.14.02 Analyze use of specialty promotions

- 13.14.03 Create promotional signage
- 13.14.04 Describe virtual signage on TV and its impact
- 13.14.05 Create contests
- 13.14.06 Design program for event
- 13.14.07 Create flyers for events
- 13.14.08 Use promotional gifts/prizes
- 13.14.09 Identify the role of mascots, cheerleaders, and the band as entertainers
- 13.14.10 Book entertainment for pre-, during-, and post-event entertainment
- 13.14.11 Plan special promotions for event day (in-venue and walk-ins)
- 13.14.12 Plan fan activities and services
- 13.14.13 Develop a sales promotion plan
- 13.14.14 Explain the nature of collateral material

13.15.00 Manage promotion

Key Indicators-Specialty:

- 13.15.01 Explain the nature of a promotional plan
- 13.15.02 Coordinate activities in the promotional mix
- 13.15.03 Set brand-related objectives
- 13.15.04 Use past materials to aid in promotional planning
- 13.15.05 Prepare promotional budget
- 13.15.06 Manage promotional allowances
- 13.15.07 Develop promotional plan for business
- 13.15.08 Analyze risks in individual promotional services contracting
- 13.15.09 Evaluate promotions

Key Indicators-Foundation:

- 13.15.10 Analyze promotional planning strategies

13.16.00 Manage event day promotions

Key Indicators-Specialty:

- 13.16.01 Describe the importance of live events
- 13.16.02 Create a game script (schedule of activities at 30-second intervals)
- 13.16.03 Select vendors to distribute programs/event schedules
- 13.16.04 Provide biographical information to all media
- 13.16.05 Track score board promotions
- 13.16.06 Monitor signage
- 13.16.07 Schedule staff/interns
- 13.16.08 Manage public announcements
- 13.16.09 Provide food and beverage service and hospitality program
- 13.16.10 Provide event day entertainment beyond the sporting events

13.17.00 Manage event media relations

Key Indicators-Specialty:

- 13.17.01 Provide media schedules and guides
- 13.17.02 Conduct media briefings
- 13.17.03 Distribute press credentials
- 13.17.04 Provide statistics, background, and spotter for press/media
- 13.17.05 Manage media room
- 13.17.06 Manage press box

- 13.17.07 Create interview list
- 13.17.08 Moderate interviews
- 13.17.09 Meet media crews
- 13.17.10 Assist media crews
- 13.17.11 Select best outlets for different stories

14.00.00 Selling

14.01.00 Explain the nature and scope of selling

Key Indicators-Specialty:

- 14.01.01 Explain the importance of selling
- 14.01.02 Explain role of customer service as a component of selling strategy
- 14.01.03 Explain how to build a clientele
- 14.01.04 Explain company-selling policies
- 14.01.05 Explain business ethics in selling
- 14.01.06 Describe use of technology in the selling function
- 14.01.07 Describe nature of selling regulations
- 14.01.08 Describe league revenue sharing regulations

14.02.00 Acquire product/service knowledge

Key Indicators-Specialty:

- 14.02.01 Acquire team/individual/event information for use in selling
- 14.02.02 Acquire knowledge of all products and services
- 14.02.03 Identify features and benefits of all inventory (individual, packages, sponsorships, licenses, etc.)

14.03.00 Use selling process/techniques

Key Indicators-Specialty:

- 14.03.01 Explain the selling process
- 14.03.02 Prepare for the sales presentation
- 14.03.03 Create presentation materials
- 14.03.04 Prospect for customers
- 14.03.05 Qualify customers
- 14.03.06 Establish relationship with client/customer
- 14.03.07 Address needs of individual personalities
- 14.03.08 Determine customer/client needs
- 14.03.09 Describe factors that motivate people to attend sports events
- 14.03.10 Identify factors that motivate customers to participate in sports events
- 14.03.11 Facilitate customer-buying decisions
- 14.03.12 Differentiate between consumer and organizational buying behavior
- 14.03.13 Recommend specific service
- 14.03.14 Describe service/product
- 14.03.15 Prescribe solution to customer needs
- 14.03.16 Convert customer/client objections into selling points
- 14.03.17 Demonstrate negotiation skills
- 14.03.18 Develop a sales proposal including legal terms and conditions
- 14.03.19 Set the expectations of the client
- 14.03.20 Close the sale

- 14.03.21 Demonstrate suggestion selling
- 14.03.22 Sell goods/services/ideas to individuals
- 14.03.23 Sell goods/services/ideas to groups
- 14.03.24 Use effective telephone sales techniques
- 14.03.25 Plan follow-up strategies
- 14.03.26 Over deliver
- 14.03.27 Cultivate a continuous relationship
- Key Indicators-Foundation:**
- 14.03.28 Determine strategies for analyzing competitors' offerings
- 14.03.29 Determine strategies for identifying the audience/clients and their needs and motives
- 14.03.30 Identify the importance of each person's role in selling
- 14.03.31 Demonstrate strategies for presenting features and benefits
- 14.03.32 Build relationships

- 14.04.00 Use support activities**
- Key Indicators-Specialty:**
- 14.04.01 Calculate miscellaneous charges
- 14.04.02 Process complimentary offers and coupons/discounts
- 14.04.03 Calculate service/event cost
- 14.04.04 Process special orders
- 14.04.05 Arrange special services for customers
- 14.04.06 Process telephone orders
- 14.04.07 Write sales letters
- 14.04.08 Use technology to sell products
- 14.04.09 Use presentation software to develop sales presentation and materials
- Key Indicators-Foundation:**
- 14.04.10 Identify sales support services and the benefits to the customer

- 14.05.00 Manage selling activities**
- Key Indicators-Specialty:**
- 14.05.01 Plan strategies for meeting sales quotas
- 14.05.02 Analyze sales reports
- 14.05.03 Explain the nature of sales forecasts
- 14.05.04 Forecast sales
- 14.05.05 Identify key business categories for sales
- 14.05.06 Analyze the marketing dynamics that affect sales
- 14.05.07 Assess customer relationship management strategies
- 14.05.08 Manage customer e-mail
- 14.05.09 Manage on-line registrations
- 14.05.10 Explain the nature of sales management
- 14.05.11 Explain the nature of sales training
- 14.05.12 Use technology in sales management
- 14.05.13 Develop a sales force incentive plan
- 14.05.14 Develop a sales plan including strategies for meeting sales quota

15.00.00 Sports Marketing Operations

- 15.01.00 Describe the nature and scope of sponsorships in sports**
Key Indicators-Specialty:
- 15.01.01 Research general characteristics of the sponsorship market
 - 15.01.02 Identify the factors that impact a sponsor's decision to buy
 - 15.01.03 Design sponsorship package
 - 15.01.04 Price sponsorship packages
 - 15.01.05 Explain why the best inventory is sold first
 - 15.01.06 Discuss different sponsorship sales strategies
 - 15.01.07 Discuss important factors in relationships with outside vendors
- 15.02.00 Create a sponsorship proposal**
Key Indicators-Specialty:
- 15.02.01 Identify target market of event
 - 15.02.02 Create an inventory list
 - 15.02.03 Develop customer inventory based on client need (e.g. driving traffic, brand exposure, hospitality)
 - 15.02.04 Price inventory list
 - 15.02.05 Qualify sponsors
 - 15.02.06 Identify corporate gatekeepers
 - 15.02.07 Identify buying influences
 - 15.02.08 Identify buyer wants and needs
 - 15.02.09 Determine scope of sponsorship offer (exclusivity, for example)
 - 15.02.10 Develop media relations plan
 - 15.02.11 Use effective sales strategy
 - 15.02.12 Negotiate sale
 - 15.02.13 Follow-up on sale
 - 15.02.14 Identify ways to help cross promote
 - 15.02.15 Identify ways for client to leverage sponsorship
 - 15.02.16 Sign contract
 - 15.02.17 Monitor implementation of contract
 - 15.02.18 Explain gross impressions
 - 15.02.19 Evaluate sponsorship effectiveness
- 15.03.00 Analyze the nature and scope of endorsements**
Key Indicators-Specialty:
- 15.03.01 Define celebrity endorsement
 - 15.03.02 Identify advantages and disadvantage of celebrity endorsements from buyer and seller perspectives
 - 15.03.03 Discuss the need for congruence between image of product/company and endorser
 - 15.03.04 Explain the risks involved in celebrity endorsements
 - 15.03.05 Identify ways to limit liability
 - 15.03.06 Discuss ambush marketing
- 15.04.00 Analyze licensing process**
Key Indicators-Specialty:
- 15.04.01 Define licensing
 - 15.04.02 Describe the licensing process

- 15.04.03 Identify value of licensing
- 15.04.04 Develop a strategy for screening licensing requests
- 15.04.05 Design an application for licensing
- 15.04.06 Select applicants
- 15.04.07 Collect minimum/bank guarantees
- 15.04.08 Review products and promotions for quality and appropriateness
- 15.04.09 Define process of policing the marketplace for trademark infringement
- 15.04.10 Review a licensing contract

15.05.00 Identify opportunities to market an individual athlete

Key Indicators-Specialty:

- 15.05.01 Research the athlete's image, reputation, and reach
- 15.05.02 Identify the target audience where the athlete has greatest appeal
- 15.05.03 Identify companies and products that target a similar market
- 15.05.04 Identify companies/products that have similar images
- 15.05.05 Promote athlete for endorsements (e.g. merchandise, performance-based, spokesperson)
- 15.05.06 Identify other opportunities to market athlete (autograph signings, charitable work, camps, speaking engagements, etc.)
- 15.05.07 Develop sales and promotional material
- 15.05.08 Identify the agent's role in marketing the athlete

15.06.00 Sell tickets

Key Indicators-Specialty:

- 15.06.01 Examine ticket sales policies/strategies in various sports operations
- 15.06.02 Compare ticket pricing for separate target markets
- 15.06.03 Determine the elements included in a ticket (lettering, colors, graphics, seat information, pricing)
- 15.06.04 Scale the house
- 15.06.05 Identify prices for each level
- 15.06.06 Identify available discounts
- 15.06.07 Research target audiences for each ticket range
- 15.06.08 Identify special benefits of each range
- 15.06.09 Explain personal seat licenses in sports
- 15.06.10 Create brochure describing ticket inventory
- 15.06.11 Use effective sales strategies to sell by telephone
- 15.06.12 Close sale
- 15.06.13 Follow-up as needed
- 15.06.14 Maintain database for tracking sales
- 15.06.15 Determine vehicle(s) for selling tickets
- 15.06.16 Identify ticket sales strategies (mix of complimentary tickets and tickets sold) for various team goals (revenue, attendance)
- 15.06.17 Design ticket packages/promotions
- 15.06.18 Discuss how tickets are used in sponsorship packages

16.00.00 Event Marketing Operations

16.01.00 Plan events

Key Indicators-Specialty:

- 16.01.01 Generate ideas for new events
- 16.01.02 Conduct comprehensive needs assessments and feasibility studies
- 16.01.03 Select an event idea
- 16.01.04 Structure an event-planning schedule
- 16.01.05 Identify and prioritize event goals and objectives
- 16.01.06 Prepare a budget
- 16.01.07 Create proposals and agreements
- 16.01.08 Present proposals and agreement
- 16.01.09 Develop creative elements including décor and entertainment
- 16.01.10 Develop logistics/operations plan
- 16.01.11 Establish the rules of operations
- 16.01.12 Develop a site plan
- 16.01.13 Implement a plan meeting Americans with Disabilities requirements
- 16.01.14 Analyze registration and admissions
- 16.01.15 Plan security

16.02.00 Host an event

Key Indicators-Specialty:

- 16.02.01 Identify key sport event stakeholders, athletes, participants, sponsors, spectators, and media partners
- 16.02.02 Sell sponsorships
- 16.02.03 Implement systems for marketing
- 16.02.04 Implement a hospitality program
- 16.02.05 Implement volunteer strategies
- 16.02.06 Register participants
- 16.02.07 Work with officials and sanctioning bodies
- 16.02.08 Implement an awards ceremony
- 16.02.09 Evaluate the event

17.00.00 Related Business Skills: Technology

17.01.00 Analyze the role of technology in business

Key Indicators-Foundation:

- 17.01.01 Explain the benefits and drawbacks of technological advancements
- 17.01.02 Research future trends in technology
- 17.01.03 Determine current technology needs for various types of businesses
- 17.01.04 Identify the impact of technology on business
- 17.01.05 Integrate technology into every applicable business process
- 17.01.06 Use technological tools (e.g., graphic design, advanced Internet skills)

17.02.00 Reproduce documents

Key Indicators-Foundation:

- 17.02.01 Determine best reprographics method for given job
- 17.02.02 Maintain reprographic equipment
- 17.02.03 Select paper according to reprographic requirements
- 17.02.04 Troubleshoot equipment problems

- 17.03.00 Create spreadsheets for business applications**
Key Indicators-Foundation:
- 17.03.01 Gather information needed to create usable spreadsheet files according to company needs
 - 17.03.02 Follow written and/or oral instructions and specifications for preparing spreadsheets
 - 17.03.03 Integrate spreadsheet files with other application software
 - 17.03.04 Perform special spreadsheet functions (e.g., products, summations, percentages)
- 17.04.00 Create databases for business applications**
Key Indicators-Foundation:
- 17.04.01 Gather information needed to create usable database files according to company needs
 - 17.04.02 Follow written and/or oral instructions and specifications for preparing databases
 - 17.04.03 Integrate database files with other application software
 - 17.04.04 Perform special database functions (e.g., merge, sort, purge, query, report)
- 17.05.00 Create word-processed documents for business applications**
Key Indicators-Foundation:
- 17.05.01 Follow written and/or oral instructions and specifications for preparing word processing files
 - 17.05.02 Create documents in accordance with established company format and style (e.g., letter, resumes, memorandums, newsletters, manuscripts, and reports)
 - 17.05.03 Integrate word-processing files with other application software
 - 17.05.04 Perform special word-processing functions (e.g., borders, shading, columns, tables)
- 17.06.00 Perform desktop-publishing functions for business applications**
Key Indicators-Foundation:
- 17.06.01 Create a document using desktop-publishing functions
 - 17.06.02 Import data
 - 17.06.03 Scan images
 - 17.06.04 Produce a publication

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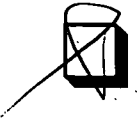


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