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)
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.
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:

Discuss the types of sports
Analyze the growth of sports
Analyze trends in sports consumption
Describe the level of participation in sports
Analyze the cultural and social roles of sports in America
Analyze the concept of sports as "entertainment"

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01.02.00 Examine the sports industry

Key Indicators-Specialty:

Analyze the national and international sports industry
Examine the structure of the sports industry
Identify cultural, social, and environmental issues that impact the sports industry
Identify the impact of media coverage on the growth of the sports industry
Describe the impact of sports-specific media on the sports industry
Research the size and growth of the sports industry
Identify trends in the sports industry
Describe the opportunities in sports marketing careers

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01.03.00 Examine the recreational, amateur, collegiate, and professional sports segments

Key Indicators-Specialty:

Examine the governing bodies
Examine the impact of success on team marketing
Describe the impact of individuals' image and behavior on marketing strategies
Discuss trends and issues
Describe the organizational structure of each segment
Discuss the economic impact of the segments
Describe the differences in participants and consumers in the industry segments
Describe the unique nature and importance of the Olympics

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01.04.00 Describe the unique nature and importance of the Olympics

Key Indicators-Specialty:

Identify the economic, social, and cultural role and impact of the Olympics
Identify the impact of hosting the Olympics

01.04.01
01.04.02
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:**
- Develop skills and characteristics wanted by sports marketing employers
- Identify possible advancement patterns in sports marketing careers
- Develop professional goals

**Key Indicators-Foundation:**
- Develop skills and characteristics wanted by business employers
- Identify possible advancement patterns in business
- Set personal goals
- Monitor progress toward personal goals
- Plan for career growth, both nationally and internationally
- Identify the steps to follow in leaving a business position

06.05.00 Apply job-seeking skills

**Key Indicators-Specialty:**
- Utilize job-search strategies
- Write a letter of application
- Prepare a résumé
- Complete a job application
- Interview for a job
- Write a follow-up letter after job interviews
- Post employment data on the Internet
- Create network
- Utilize recruitment companies

**Key Indicators-Foundation:**
- Prepare documentation needed for obtaining a position
- Update documents needed for business employment
- Compile documents in a professional manner
- Identify employment opportunities
- Dress appropriately for job interview
- Present credentials, philosophy, and goals in a job interview for a business position

06.06.00 Plan for professional development

**Key Indicators-Foundation:**
- Identify the role of professional organizations in the professional development process
- Keep up-to-date by reading professional publications
- Determine the benefits to business of employees belonging to professional organizations (membership, networking)
- Examine the benefits of belonging to civic and community organizations
- Determine the areas of continuing education needed in the business community
- Examine benefits of continuing education for business field

06.07.00 Utilize continuing development activities

**Key Indicators-Specialty:**
- Explain possible advancement patterns for sports marketing jobs
Identify skills needed to enhance career progression
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)
Explain the nature of channels of distribution
Identify channels in sports marketing
Explain direct and indirect distribution
Explain the concept of distribution intensity
Describe the use of technology in the distribution function
Discuss the nature of service intermediaries
Explain legal considerations in distribution
Describe ethical considerations in distribution
Explain the role of the media as distribution channels (e.g. sports specific media, pay-per-view, cable, satellite, Big 4 channels)
Discuss single versus multiple channel distribution in sports marketing
Describe ticket distribution services
Describe the trend toward integration of distribution channels

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

Complete warehousing/stock-handling functions
Key Indicators-Specialty:
Explain receiving processes
Explain shipping processes
Explain storing considerations
Explain warehousing processes
Receive products
Store products

Manage inventory
Key Indicators-Foundation:
Select inventory control system(s) (Periodic, perpetual, dollar, LLIFO, FIFO) appropriate for inventory needs
Manage inventory manually and/or electronically
Maintain inventory control records and systems
Identify reasons for inventory shrinkage
Prepare inventory records and reports

Coordinate management of distribution
Key Indicators-Specialty:
Coordinate distribution with other marketing activities
Explain the nature of channel-member relationships
Explain the nature of channel strategies
Describe strategies used to manage service delivery through intermediaries
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:**
Describe techniques for processing marketing information
Explain the use of databases in organizing marketing data
Explain the importance and use of integrated databases
Use a database for information analysis
Explain the importance of databases that allow for multiple users and simultaneous access
Design a database for retrieval of information in a form for decision making
Interpret descriptive statistics for marketing decision-making

Report information
   Key Indicators-Specialty:
10.05.01 Write marketing reports
10.05.02 Present report findings and recommendations

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

Pricing

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:

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

Identify the types of external marketing (e.g., sales promotion, direct marketing, public relations, marketing research, product/package/interactive design, advertising)
13.02.01 Determine the role of external marketing services
13.02.02 Identify service providers
13.02.03 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
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
   13.09.10 Suggest ideas for interviews, features, call-in shows, etc.
   13.09.11 Provide quote sheets
   13.09.12 Manage in-house photography
   13.09.13 Manage in-house video production
   13.09.14 Scout for visual opportunities for media use
   13.09.15 Provide public relations training for employees and volunteers
   13.09.16 Focus public relations efforts on activities occurring both on and off the field
   13.09.17 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
Plan before a crisis occurs
Research organizations to try to predict potential crisis
Develop a plan for event-day and non-event day crisis
Create reputation management strategies
Maintain emergency records
Choose a well-informed spokesperson
Offer a value-added solution to the problem
Deal with media based on plan
Evaluate management of crisis

**13.11.00 Plan public relations publications**

**Key Indicators-Specialty:**
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

Identify the most appropriate time to use these materials
Identify costs involved in producing each document
Evaluate design components
Identify techniques used to gain attention

**13.12.00 Produce public relations publications**

**Key Indicators-Specialty:**
Identify need for document
Create budget
Use design features to gain attention
Write copy
Create document
Evaluate document

**13.13.00 Stage a press conference**

**Key Indicators-Specialty:**
Identify purpose and value of conference
Schedule the conference
Choose site
Issue invitations and follow up with media
Choose spokesperson
Provide message points for spokesperson
Set up facility (including refreshments)
Distribute news releases, quote sheets, and press kits
Place product(s) in view of camera
Arrange for photos
Follow-up with media as needed
Evaluate event

**13.14.00 Develop sales promotions**

**Key Indicators-Specialty:**
Design frequency marketing program
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 scoreboard 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
Demonstrate suggestion selling
Sell goods/services/ideas to individuals
Sell goods/services/ideas to groups
Use effective telephone sales techniques
Plan follow-up strategies
Over deliver
Cultivate a continuous relationship

**Key Indicators-Foundation:**

Determine strategies for analyzing competitors’ offerings
Determine strategies for identifying the audience/clients and their needs and motives
Identify the importance of each person’s role in selling
Demonstrate strategies for presenting features and benefits
Build relationships

**14.04.00 Use support activities**

**Key Indicators-Specialty:**

Calculate miscellaneous charges
Process complimentary offers and coupons/discounts
Calculate service/event cost
Process special orders
Arrange special services for customers
Process telephone orders
Write sales letters
Use technology to sell products
Use presentation software to develop sales presentation and materials

**Key Indicators-Foundation:**

Identify sales support services and the benefits to the customer

**14.05.00 Manage selling activities**

**Key Indicators-Specialty:**

Plan strategies for meeting sales quotas
Analyze sales reports
Explain the nature of sales forecasts
Forecast sales
Identify key business categories for sales
Analyze the marketing dynamics that affect sales
Assess customer relationship management strategies
Manage customer e-mail
Manage on-line registrations
Explain the nature of sales management
Explain the nature of sales training
Use technology in sales management
Develop a sales force incentive plan
Develop a sales plan including strategies for meeting sales quota

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

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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:
   Gather information needed to create usable spreadsheet files according to company needs
   Follow written and/or oral instructions and specifications for preparing spreadsheets
   Integrate spreadsheet files with other application software
   Perform special spreadsheet functions (e.g., products, summations, percentages)

17.04.00  Create databases for business applications

   Key Indicators-Foundation:
   Gather information needed to create usable database files according to company needs
   Follow written and/or oral instructions and specifications for preparing databases
   Integrate database files with other application software
   Perform special database functions (e.g., merge, sort, purge, query, report)

17.05.00  Create word-processed documents for business applications

   Key Indicators-Foundation:
   Follow written and/or oral instructions and specifications for preparing word processing files
   Create documents in accordance with established company format and style (e.g., letter, resumes, memorandums, newsletters, manuscripts, and reports)
   Integrate word-processing files with other application software
   Perform special word-processing functions (e.g., borders, shading, columns, tables)

17.06.00  Perform desktop-publishing functions for business applications

   Key Indicators-Foundation:
   Create a document using desktop-publishing functions
   Import data
   Scan images
   Produce a publication
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