



HUMAN KINETICS LIBRARY

Greenwell, T. Christopher , Leigh Ann Danzey-Bussell , and David J. Shonk. "Understanding the Sport Event Industry." *Managing Sport Events*. Champaign, IL: Human Kinetics, 2020. 1–24. Human Kinetics Library Platform. Web. 13 Feb. 2025. <<http://dx.doi.org/10.5040/9781718206731.ch-001>>.

Accessed from: www.humankineticslibrary.com

Accessed on: Thu Feb 13 2025 15:46:10 Central European Standard Time

Access provided by: Charles University in Prague

Copyright © T. Greenwell . Leigh Danzey-Bussell . David J. Shonk . All rights reserved.

Further reproduction or distribution is prohibited without prior permission in writing from the publishers.

Understanding the Sport Event Industry

DOI: 10.5040/9781718206731.ch-001

Page Range: 1–24



VANDERLEI ALMEIDA/AFP/Getty Images

Chapter Objectives

After completing the chapter, the reader should be able to do the following:

- Appreciate the role of sporting events from a historical perspective.
- Identify various types of sporting events.
- Recognize the employment opportunities in sport event management and the skills and knowledge necessary for success within the industry.
- Compare and contrast sporting events versus nonsporting events.
- Understand the relationship of sport event management to sport facility management and sport tourism.

Industry Profile: Al Kidd, National Association of Sports Commissions

Al Kidd is President and CEO of the National Association of Sports Commissions, located in Cincinnati, Ohio. Kidd taught in Ohio and in Utah before entering the advertising world. His career eventually led him to San Diego, with several positions in

advertising and venture capital investing. Starting in 2003 and continuing into 2011, Kidd helped with the financial turnaround of the San Diego Hall of Champions sports museum. As president of the San Diego Sports Commission, he led a merger effort to consolidate a number of the professional, collegiate, nonprofit sports organizations and governmental agencies under one roof to acquire and service sports events in San Diego. Most recently, he has served as a partner with BoldPointe Partners, a private equity firm specializing in middle market companies.

What is the mission of the National Association of Sports Commissions (NASC)? What else can you tell us about the organization?

The mission of the NASC is to be the essential resource and leading advocate for the sports events and tourism industries. We educate, advocate for, inform, and provide resources to our members to generate economic growth, create jobs, and to promote sports participation. We do so to enhance the quality of life through sports events and tourism.

As regards the composition of the association, we currently have 550 destinations as members: convention and visitors bureaus (CVBs), chambers of commerce, state associations, and sports commissions; 85 are industry partners (e.g., lodging industry, event services companies); 180 are rights holders (anyone who owns an event, e.g., NCAA, USOC). Of these 550 destinations, only 90 are true sports commissions (i.e., a freestanding incorporated business and not a division of a CVB). The trend line is consolidation of freestanding sports commissions into CVBs.

It is our goal to EARN the respect of our members every day through our four key pillars of excellence:

Education: Gain knowledge of industry trends and best practices.

Advocacy: Be represented on national issues and initiatives related to the sports events and tourism industry.

Resources: Access industry leading information, analysis, and trends you need to know to better conduct your business.

Networking: Reach a network of more than 2,000 sports events and tourism professionals.

Most of our efforts in the past focused on providing programming for sports commissions. Today, we focus on meeting the needs of all of our members (i.e., rights holders, industry partners, destinations, and sports commissions). We have opportunities to provide educational programming for all of these categories. We have recently added an event called the 4S Summit, a two-and-a-half-day educational symposium that emphasizes the four core activities of all of our members: strategy, sponsorship, sales, and servicing. We have also added a chief executive summit, open to a limited number of attendees, that delivers high-level content providing an up close and intimate perspective about the issues facing sport and recreation with our association top-level leadership. Finally, we also run a women's summit focusing on women's issues that takes place in conjunction with the NCAA Women's Final Four

Championship.

How large is the sport event industry and how do you measure economic impact?

Having just completed our annual study, we project the youth pay-to-play sports tournament segment to be approximately \$11.8 billion. Not captured in this number are the many facets of youth sport, which have led to hundreds or thousands of jobs across the United States, including everything from league administrators and coaches to clinicians and physical therapists. The business has created financial opportunities for municipalities to create new facilities, thus creating construction jobs, an increased tax base, and increased earned media.

In terms of economic impact measurement, a variety of tools have been available in the market with no real consistency among them. We have combined our resources with other organizations in order to offer sport modules that are far more robust, customizable, and detailed than ever before. Economic impact reporting has always been an imperfect analysis. However, combining the resources of the market segments that desire metrics with all the major tourism associations in the sport, CVBs, and facilities industries, produces a very consistent and detailed reporting module. Traditionally, measurement of economic impact has focused solely on events coming into the market. However, one of the fastest growing markets is the O&O (owned and operated) market comprised of those sports commissions or CVBs who own and operate their own events. The NASC has framed an agreement in collaboration with Destinations International to combine our economic impact calculators into one calculator that will also include information about indoor facilities and convention centers. The calculator will not just measure pure economic impact; in the future, we look to add analytical tools that will measure earned media as well as social and digital engagement.

How has the sport event industry changed over the years?

One of the big changes is the growth of sport facilities across America. Employees at these facilities need the same kind of professional development, skills, and activities that we provide to our general membership. Those facilities need to be developed because they will be competing for events with many of our members. Another change is the expansion of local events into the sports commission world. These are the O&O events; 37 percent of our markets now have these locally owned events.

Another change is a shift toward a higher level of skilled employees in the business. Because sport events are growing, there is a sophistication buildup of quality people. The concept of pay-to-play is so firmly entrenched that it will be difficult for the industry to shift away from it. We, as an industry, need to bring in a more sophisticated level of employees focused around sponsorship and marketing those who have vertical skills. These new career entrants will go beyond the involvement and development often associated with salespeople or event planners today.

Of course, we are always dealing with issues surrounding the obesity epidemic. To address these issues, we have partnered with the Aspen Institute's Project Play to deliver their toolbox focused around play to local markets. We are also deeply involved in various initiatives to encourage free play and physical fitness.

Specialization is another issue. We are starting to see a slight pattern away from complete specialization and toward realizing the importance of playing multiple sports. Many coaches want players to play multiple sports because they are more skilled, anticipate better, and have better instincts. I believe that a lack of physical education and of exposure to a variety of sports is partly why athletes do not play multiple sports.

Currently, Baby Boomers are the most neglected amateur sport market. They have discretionary income and are driving the craze for Pickleball. While the Boomers care less about paddleboarding, surfing, orienteering, and mud runs, the Millennials have brought adventure activities into being. This is the reason why the fastest-growing sports are the various color runs, fun runs, and similar types of events. Now it is better to talk about sports by these narrow demographic segments because they differ in terms of their sport interests.

What skills are most important for students who would like to work in the sport event industry?

I have seen two distinct types of people working in the industry. The first are those who are very detail-oriented; they are the event organizers, implementers, and executors. Second are those who are responsible for event development. These types of people are more entrepreneurial; they can come up with activities and are able to develop an event that is sponsorable and generates revenue, and so they need to be good at marketing, creative thinking, and developing new events. Most sports commissions have very little staff and their growth is inhibited by lack of a funding mechanism. That is why people who can generate revenue are valuable.

There are a number of ways to gain marketable skills. Not everyone can work in professional sport, but there are thousands of sport facilities that need employees with development and management skills. Many corporations have a sport marketing arm where students can work and often make a lot more money. Many advertising agencies have a sport marketing and development arm as well. Colleges are also becoming more sophisticated in their marketing of events. Rights holders are looking for event managers. For example, BMX is now building a number of new tracks around the United States, with the infrastructure supported or even built by the cities. There will be a growing need for people to run these events. Finally, students should volunteer and seek to meet new people.

Is it possible to become a certified sport event planner? If so, how?

Yes, we are considering both member and nonmember education. In the future, we will

have some changes to allow a larger number of people to have access to courses. The core courses focus on strategic planning, effective selling, and communication. More information is available on our website, www.sportscommissions.org.

One of the earliest documented examples of a sporting event, the Panhellenic Games of 776 B.C., attracted more than 40,000 spectators who traveled from all parts of Greece to attend (Weed and Bull 2004). This festival, held in Olympia, was celebrated once every four years in accordance with the Greek calendar, occurring after the crops had been gathered and there was a lull during which men could relax from a year's hard work (Swaddling 1999). Most cities in Greece had their own stadiums during this time, and touring was an important aspect of sport because athletes received awards for participating.

Today, sports participants as well as spectators engage in sport-related activities for several reasons. For active participants, playing in a softball tournament is a means of relieving stress; fans and spectators flock to professional sporting events on a weekend to relax after a long week of work. Even in the early years, stress relief was a motivational factor for those participating in various sport events. The word *sport* comes from the verb *disport*, meaning *to carry away from*; as a noun the word means *diversion, display, or amusement* (Struna 2009). The implication is that sports divert attention from the rigors and pressures of everyday life (Kurtzman and Zauhar 2003).

Many of today's contemporary sporting events derive from England's system of club sports managed by the wealthy elite (Masteralexis, Barr, and Hums 2015). When European settlers arrived in Virginia and Massachusetts, the only sports were those of the Native Americans, who participated in activities such as archery, running, horseback riding, and lacrosse (Gems, Borish, and Pfister 2008). However, as life became easier and values changed, the European settlers began to engage in various pastimes and later became concerned about health and fitness (Swanson and Spears 1995). The festive culture of 17th- and 18th-century Britain became a central component of sport in America (Rader 2009). Gambling became an important recreation, and many settlers in Virginia wagered on horses because of the excitement of the competition (Breen 2010). Harness racing soon became the sport of the common person and America's first national pastime and professional sport.

The outgrowth of the success of harness racing was the various profit-oriented leagues we see today. Organizations such as the National Football League (NFL), the National Basketball Association (NBA), Major League Baseball (MLB), the National Hockey League (NHL), Major League Soccer (MLS), and others were created to develop a system for sport that would work in the United States. In addition, tournament sports such as tennis and golf evolved from England's system of club sport brought to the United States (Masteralexis, Barr, and Hums 2015).

Over the years, the modern sport industry has seen tremendous growth. The most recent

estimated revenue of the sport industry in the United States is \$498.4 billion (Plunkett Research 2018). Components of the industry include sporting goods, advertising and marketing, professional sport, fitness and recreation, golf courses, racetracks, amusement and recreation, other spectator sports leagues, and NCAA sports (Miller and Washington 2012). Revenues for the top four professional sports leagues (NBA, MLB, NFL, NHL) in the United States exceed \$21 billion. Major sporting events such as the Super Bowl, the NCAA basketball finals, the World Series, the NBA Finals, and the Kentucky Derby attract millions of viewers. *Forbes* magazine assessed the value of professional teams such as the Dallas Cowboys (NFL) as \$4.0 billion, the New York Yankees (MLB) as \$3.4 billion, and the New England Patriots (NFL) as \$3.2 billion (Miller and Washington 2012). In addition, professional athletes such as LeBron James, Tom Brady, and Mike Trout earn millions of dollars in salaries and endorsements for playing their respective sports.

The future of the sport event industry seems bright. As the nature of sport evolves, so do the various events that make up the industry. New sports such as Footgolf have recently entered the market with hopes of gaining popularity. According to the American Footgolf League (2018), Footgolf was first organized in the Netherlands in 2008; the sport combines elements of soccer and golf, but is more closely related to golf. The rules largely correspond to the rules of golf; players kick a regulation size 5 soccer ball at a golf course facility on shortened holes with 21-inch diameter cups in as few shots as possible.

Technology has changed how sporting events are marketed. Social media sites such as Facebook, Twitter, YouTube, and Snapchat are now used to promote and market many sporting events. New media technologies like GoPros, camera drones, and GPS tracking devices are being used by corporations, athletes, and everyday participants in action sports (Thorpe 2017). As new technologies emerge, sport marketers will continue to reach out to new consumers through these new media. The impact of the media allows sport marketers to promote their product to a global audience. In addition, as the sport industry continues to grow, there may be a greater focus on specialization within event management. Although many organizations currently employ a limited number of employees responsible for event planning, this may change as the roles and duties become more specialized in one or more areas within the industry.

Although the future is bright, there are also some concerns regarding the future of sporting events. One of the primary concerns within the sport event industry is the dropout rate of youth sports participants. Research suggests that many youth drop out because of injury or a lack of enjoyment. Sport event planners must continue to examine new ways to build sport identity in youth. Often, sport identity is carried throughout a person's life span, and parents pass the torch of a favorite sport or team to a child. The sport event industry is largely driven by the youth market and the growth of travel teams, which has led to some real challenges. In particular, young athletes and their parents encounter rising participation costs as well as increasing demands. In the United States, the average daily rate for a hotel room has risen from \$101.73 in 2011 to \$126.72 in 2017,

an increase of 24.6 percent. Youth athletes are also being asked to specialize at an earlier age and are engaged in year-round training programs.

Opponents also note the commercial nature of sport and the ever-increasing need for sponsorship. As the number of events continues to increase, the competition for sponsorship dollars becomes more competitive, with the largest events having a considerable advantage. The increasing level of commercialism in sport is also evident when we consider the impact of the media. Televised sporting events are now scheduled according to the timing of commercial breaks and for peak audiences. Moreover, this commercialism has led to the development of some sports at the expense of others. For example, in the United Kingdom, the top 10 sports receive 90 percent of all the money spent on sponsorships (Masterman 2009).



New technologies such as camera drones have changed the way sporting events are marketed. OLIVIER MORIN/AFP/GETTY IMAGES

Career Paths in Sport Event Management

As the sport industry continues to grow, so do the number of sport-related event management jobs. Almost every professional sport franchise and collegiate athletic program hires some type of event manager. Jobs with titles such as special events coordinator, game operations coordinator, director of events, and associate athletic director for event management can commonly be found in an organization's marketing

department, event department, or facilities management department. An increasing number of opportunities for employment are available to students seeking entry into event management in the sport industry. Almost every organization in the various segments of the sport industry recognizes the importance of individual employees who specialize in planning and implementing different types of events.

According to the National Association of Sports Commissions (NASC) website (2017), more than 300 cities across the United States currently have a sports commission or similar type of entity focused on attracting small-scale, youth, or amateur sporting events, and although many of these organizations are small, their employees spend a large amount of time involved in event planning. In fact, the NASC offers a certified sports event executive (CSEE) designation for those members who complete educational sessions related to sales and marketing, strategic planning, event management, technology, revenue generation, and the bid process. The enormous growth in the number of sports commissions is evident when we consider that in 1993 only 30 such organizations were in existence (Kelly 2000). Sport governing bodies and international federations offer potential applicants various event management opportunities. Organizations such as the International Olympic Committee (IOC), the United States Olympic Committee (USOC), U.S. Masters Swimming, USA Volleyball, USA Swimming, and U.S. Lacrosse employ event managers. Also, amateur sanctioning bodies such as high school state athletic commissions (e.g., the Ohio High School Athletic Association), Little League Baseball, the Babe Ruth League, the Amateur Athletic Union (AAU), Pony Baseball and Softball, American Youth Football, and American Youth Cheer are involved in planning events and championships.

Students and others seeking event management jobs should be flexible and think creatively as to the types of organizations to which they may apply and where to find these jobs. For example, organizations such as Disney's Wide World of Sports and Universal Studios in Florida offer sport event management jobs. Numerous nonprofit associations (e.g., the NCAA's national office, the National Association of Collegiate Directors of Athletics) hire people to plan their conferences and seminars. Recreational sport jobs are another consideration because almost every locality has a parks and recreation department, and most college campuses employ event managers at their campus recreation facility. Even insurance companies like Globe Life and Accident employ sport marketers who are responsible for the planning and preparation of event schedules and executing sport marketing advertising for the company. Some of the best free websites to consult for finding sport event management jobs include TeamWork Online, the NCAA Market, the National Association of Sports Commissions Career Center, NIRSA's Bluefishjobs, and the NRPA Career Center. In addition, there are a number of fee-based websites such as Sports Job Board and Work in Sports.

Skills, Knowledge, and Traits for Success

Beyond the sport- and event-specific knowledge necessary to run an event, a number of

skills are critical for success in sport event management. Perhaps the most important skill is the ability to manage and maintain a strong personal life. The long hours required by many jobs in the industry can have a detrimental effect on an event planner's personal life. In fact, you may not be able to have a professional career if you cannot effectively manage issues such as interpersonal relationships and finances. The ability to organize, prioritize, supervise, and delegate is second to the ability to manage your time and professional resources efficiently and effectively (Goldblatt 2011).

Staging an event requires a multitude of management and business skills, and event managers encompass skills that derive from a multitude of disciplines. Among others, event managers may have backgrounds in law, marketing, accounting, and human resource management (Masterman 2009). Event planning requires a great amount of attention to detail, and event planners must have the ability to conceptualize, recognize, and implement all the key details of the event. More importantly, these details must be coordinated within a limited time frame. Thus, you must be able to manage your time and resources effectively. As new technologies continue to emerge, the ability to manage and use these technologies is critical for the implementation and marketing of an event. Event planners work within a network of people and companies and must effectively manage a wide variety of interpersonal relationships. This section highlights some skills that all students should work to further develop.

Interpersonal and Communication Skills

Interpersonal skills allow a person to work effectively with others. Vitally important is the ability to get along with others and to span diverse relationships. As will be discussed later in the chapter, event planners must network with a wide variety of people and organizations. As events continue to globalize, it is important that event planners have the ability to function and interact with diverse groups of people who speak multiple languages. Interpersonal skills also include written and verbal communication. Event planners are required to make numerous telephone calls and attend personal meetings. Developing written reports and proposals is a common task. The ability to listen is another important skill that allows the event planner to meet the needs and wants of a client more effectively.

Time Management Skills

When we suggest that event planners should be effective time managers, we are essentially saying they should be able to multitask. Graham, Neirotti, and Goldblatt (2001) claim that the most common traits of sport event managers include the following:

- Comfortable with preparing and managing a checklist of activities
- Projects a positive attitude
- Can work independently or as a member of a team

- Accurate and quick at details
- Articulate on the telephone and in written and oral communication
- Creative and flexible
- Capable of working under extreme pressure for long hours
- Good at working with all levels of people, including volunteers
- Effective at balancing multiple projects simultaneously
- Excellent time manager
- Effective negotiator
- Finance- and budget-conscious
- Possesses good typing, word processing, and other office skills
- Has leadership ability
- Quick problem solver
- Good motivator
- Has the desire to learn and grow

A number of these traits involve the ability to multitask and manage one's time. Many event planners enjoy their jobs because of the variety of duties for which they are responsible. For example, one day may entail traveling to a destination for a site visit, while another day consists of negotiating a contract, writing a proposal, or attending meetings. Because of this wide variety of duties and the deadlines imposed by an event, planners must be good managers of their time. Remember, once the date of the event arrives, an event planner is either prepared or not. At this point, it is often too late to arrange for busing, to order decorations, to prepare extra food, or to negotiate a hotel contract. These tasks must be done in advance and require strong organizational and time management skills.

Technology Skills

Students graduating from colleges and universities in the 21st century should possess proficient technology skills; moreover, they are often expected by their more senior coworkers to be highly advanced in these areas. Of course there are expectations that students will graduate with an advanced working knowledge of social media such as Facebook, Twitter, YouTube, and Snapchat. In addition, students should be familiar with software packages such as Microsoft Office and other types of media such as blogs, videoconferencing, and mobile applications. However, students may graduate without learning about the various software packages unique to their particular industry. For example, many sport organizations use ticketing packages such as Ticketmaster, SRO4, or

Paciolan, which are not taught in detail by most college or university sport management programs. In addition, an event planner may need to be able to mine for data, use various project management and customer relationship management (CRM) software packages, manage and develop websites, and understand some aspect of information technology (IT) security.

Students who know the type of jobs they will be seeking after graduation should do some research while they are still in school to determine the technology skills required for their jobs of choice. Research can be done online through the Internet, by visiting trade journals, or even during informational interviews that many students are required to complete during their course work. Most of all, an event planner must be flexible and willing to adapt. New technologies are constantly being introduced in the industry. An example is the partnership between ShotTracker and Klay Thompson from the Golden State Warriors to launch a virtual basketball camp with his workouts and drills. ShotTracker manufactures wearable technology for players that analyzes the path of their shots by using two sensors, one of which is placed inside a wristband or shooting sleeve, and one of which attaches to the hoop itself (Barker 2016).

Sport Events Versus Nonsport Events

An event is a carefully crafted experience delivered to make an impact on the person in attendance. The event is staged and choreographed with such precision and polish that the mechanics are imperceptible to the consumer (Silvers 2004). Regardless of the type, event planning requires people who can design the event, manage human and material resources, plan strategically, conceptualize the logistics of the event, manage time effectively, and forecast and budget finances. People who have such skills can effectively manage a sport or a nonsport event. For example, event planners are needed for events such as corporate board meetings, business meetings, client appreciation events, executive retreats, fund-raising galas, incentive travel and premium programs, product launches, professional conferences, special events, teleconferences, webcasts, conventions and expositions, corporate shows, and trade shows (Allen 2009). The fundamental skills necessary for planning such events are no different from the skills needed for planning a sport event.

Sport events are different from nonsport events in the sense that some form of competition involving physical prowess is involved. They are planned and organized throughout the world for men and women, for those who are disabled and those who are not, using single and multisport formats. They offer varying competition formats (from one-day tournaments to year-round championships), cater to people of varying levels of ability (from elite athletes to recreational users), and are marketed to both active participants and passive spectators (Masterman 2009). The emotional element of sport is another unique characteristic that distinguishes it from other types of events. Sport marketers use this emotional element in their advertising by focusing on the drama of a

sporting contest or matchup between star players. Depending on the type of sport, external factors such as the weather at an outdoor event may have a considerable impact on the success of the event. Sport is also a cultural phenomenon and can differ based on geography. For example, North Americans are apt to consider jogging and walking as recreational and fitness pursuits, whereas Europeans may consider them sporting pursuits (Weed and Bull 2004). In addition, geography and culture also dictate the types of sporting events that are popular in certain regions. Events such as skiing and snowboarding are likely to be more popular in mountainous areas, whereas surfing and fishing events tend to be more popular in coastal regions.

Unlike the case with the competitive and physical nature of sport, events such as meetings and conventions often revolve around a particular trade and are educational in nature. Most corporate meetings and events are discretionary and are held only if management deems them necessary. For example, incentive trips, recognition programs, and product introductions can be canceled if employees fall short of quotas, if nobody is worthy of recognition, or if products are not innovative enough to be introduced. In contrast, association conventions are obligatory and more predictable than corporate meetings and events. The bylaws for an association such as the National Association of Collegiate Directors of Athletics (NACDA) may require an annual convention for members that revolves around board and leadership meetings and concurrent educational sessions.

Depending on economic conditions, corporate and association meetings and events also differ. In tough economic times, fewer corporate events may be planned, whereas associations are more resilient and their events may be greater in number (Hoyle 2002). Although sporting events are not resistant to the challenges of tough economies, sport has often been considered recession-proof and a form of stress relief for active participants and spectators alike during tough times. Furthermore, in cases where governing bodies are involved, such as the Olympics, there are certain requirements for participation.

Sport Tourism

Sport tourism has become a global phenomenon and an increasingly important topic of study in the field of sport management. In the United States, sport tourism has become a significant economic activity for many regions (Kurtzman and Zauhar 1998; Eugenio-Martin 2003). In 2015, a state of the industry report by the National Association of Sports Commissions (2016) estimated visitor spending associated with sport events to be \$9.45 billion. The revenue generated in the global sport tourism market in 2017 was estimated to be around \$90.9 billion and analysts predict the global sport tourism market will grow at a compound annual growth rate (CAGR) of 41.45 percent between 2017 and 2021 (Research and Markets 2018; Statista 2018).

As suggested earlier in the chapter, sporting events have required some form of travel since the early days in Greece. Many current sporting events are family-oriented or youth

events that travel between various destinations. Sport tourism is defined as leisure-based travel that takes people temporarily outside of their home communities to participate in or watch physical activities or to revere attractions associated with physical activities (Gibson 1998). Sport tourism has also been defined as "travel to and participation in or attendance at a predetermined sport activity" (Turco, Riley, and Swart 2002). The destination receives many economic, social, and psychological benefits from hosting an event.

At this point, it may be helpful to explain sport tourism by breaking it into two separate parts: one focused on sport and the other on tourism. Sport has been defined as a range of competitive and noncompetitive active pursuits involving skill, strategy, and chance in which human beings engage simply for enjoyment and training or to raise their performance to levels of publicly acclaimed excellence (Standeven and DeKnop 1999). It has also been described as a pursuit that builds character, teaches values, encourages healthy competition, provides an outlet for aggression, and promotes international friendship and understanding (Kurtzman and Zauhar 2003). Three characteristics are unique to sport: (1) Each sport has its own set of rules; (2) sport encompasses a continuum from elite competition to recreational sport or sport for all; and (3) sport is characterized by its playful nature (Higham and Hinch 2003).

Tourism has been defined in many ways, but it generally refers to travel away from a person's place of residence. Thus, tourism has the following four characteristics: (1) It entails traveling to and from a destination along with an overnight stay outside one's permanent residence; (2) a tourist's movement to and from a destination is temporary, is short term, and includes an intention to return to a permanent place of residence; (3) the destination is visited for purposes other than taking up permanent residence or employment; and (4) the activities the tourist engages in are distinct from those of the local resident and working populations of the place visited (Reisinger 2001). For the destination, there are a number of benefits such as enhancing economic impact and the social and psychological benefits of hosting an event.

Types of Sport Tourism

According to Gibson (1998), there are generally three types of sport tourism: (1) event sport tourism, (2) active sport tourism, and (3) nostalgia-based sport tourism. Event sport tourism generally refers to passive spectators attending an event. Examples of event sport tourism include mega-events such as the Olympic Games, the Pan American Games, the Super Bowl, the World Series, and the World Cup. It may also encompass tournaments hosted by the Professional Golf Association (PGA), the Amateur Athletic Union, or a college sport club. Active sport tourism refers to resorts and other segments of the hospitality industry such as golf courses, ski resorts, and country clubs. There has been a growing demand for active vacations since the 1980s, and the highest rates of participation for these activities generally stem from people between 25 and 34 years of

age with household incomes between \$50,000 and \$75,000. The active sport tourist is likely to be male, affluent, and college educated; is willing to travel long distances to participate; tends to participate in the sport repeatedly; and is likely to engage in active sport tourism well into retirement. Nostalgia sport tourism includes sport-related attractions such as a hall of fame, sport museum, or stadium. According to Fairley (2003), nostalgia and memory are inextricably linked because you cannot have feelings of nostalgia without the memory or perceptions of how things used to be. Many professional sports teams market the concept of nostalgia with old-timers' games and nostalgic uniforms from days gone by in an effort to attract an older demographic of people who grew up watching those teams. Gordon (2013) notes that nostalgia sport tourism may include active travel to relive the nostalgia from a previous trip or celebrate a national championship team from years ago.

Types of Sport Tourism

Event Sport Tourism

Tourist is a passive spectator

- College football game
- FIFA World Cup
- MLB World Series
- NCAA Tournament
- NFL Super Bowl
- Olympic Games
- Pan American Games
- PGA Tournament

Active Sport Tourism

Tourist is an active participant

- Golfing at a resort in Phoenix, Arizona
- Rock climbing in Utah
- Running a marathon in Boston
- Skiing in Vail, Colorado
- Surfing in Hawaii
- Trekking in India

Nostalgia Sport Tourism

Tourist venerates sport attraction; memories of sport

- Memories garnered from uniforms at an old-timers' game
- Memories in traveling to a sporting place
- Touring Wrigley Field in Chicago
- Visiting a soccer museum in Brazil
- Visiting the Baseball Hall of Fame in Cooperstown, New York

Whether you realize it or not, you have probably consumed some type of sport tourism during the course of your life. Can you identify what type of tourism the following people are consuming?

- A fan traveling to Cooperstown, New York, to the Baseball Hall of Fame
- A marathon runner traveling to Massachusetts for the Boston Marathon
- A skier traveling to Vail, Colorado
- A spectator traveling to the Super Bowl in New Orleans, Louisiana
- An AAU basketball player traveling to Chicago, Illinois, to play in a tournament
- Parents of the AAU basketball player traveling to watch the tournament in Chicago

Motivation for Sport Tourism

A tourist's decision to travel may be influenced by a number of social factors such as family, reference groups, social classes, culture, and subculture (Moutinho 2001). Sport event planners should take these factors into account when marketing their events. For example, the sport of quidditch is marketed in a unique way based on its subculture. Although you will not often find this sport on television, it became popular because of the Harry Potter books and movies and is marketed to thousands of young people via Facebook (Carbonell 2012). Schools such as Harvard, UCLA, and Texas A&M have quidditch teams. Esport is also on the rise as it attracts a younger demographic and spectators who want to be part of a community that traditionally communicates online.

Tourists can also be segmented based on their purposes for traveling. Robinson and Gammon (2004) distinguish between *sport tourism*, where the major purpose of a visit is sport, and *tourism sport*, where the tourist engages in sport as a secondary pursuit. For example, many people travel to places like Miami or New Orleans with the primary purpose of attending the Super Bowl or to Augusta, Georgia, for the Masters Golf Tournament or to Churchill Downs in Louisville, Kentucky, for the express purpose of witnessing the Kentucky Derby. Other travelers may be visiting Chicago for a business convention but have enough discretionary time to attend a Chicago Cubs Major League Baseball game. Why a tourist consumes sport can be attributed to a wide variety of

motivational factors, including stress alleviation, group affiliation, escape, drama, aesthetics, vicarious achievement, gaining knowledge, or interacting with family and friends.

Sport is also widely marketed as entertainment, and many spectators attend for reasons beyond just watching the players on the field. Major sporting events also include fancy halftime shows, on-field contests, and promotional giveaways. Relaxation and pleasure are common motivational factors for many tourists, and some fans use sport tourism as a way to escape from understimulation and boredom or from overstimulation and stress (Moutinho 2001; Wann, Allen, and Rochelle 2004).

Actors in Sport Tourism

Sport tourism has been described using a theatrical analogy suggesting that players represent the actors, sport spectators are the audience members, and the stadium or arena is the theater (Thwaites and Chadwick 2005). However, by digging deeper we find that a number of other actors engage in sport tourism, starting with the event planner. An event planner may be employed by a variety of different organizations, many of which include rights-holder organizations (RHOs) and destination marketing organizations (DMOs). RHOs are organizations that own the rights to one or more events and are usually responsible for planning, organizing, and controlling the event. For example, the NFL owns the rights to the Super Bowl, and the American Cancer Society owns the rights to the Relay for Life event. A number of events rights holders are classified as governing bodies, which are sport organizations that have a regulatory or sanctioning function. USA Table Tennis is an example of a governing body that owns multiple events; this organization controls four events but sanctions more than 300 different table tennis competitions. DMOs are organizations that represent a specific destination and thus help the long-term development of communities through a travel and tourism strategy (Destination Marketing Association International 2012). DMOs include organizations such as sports commissions, convention and visitors bureaus, chambers of commerce, and other similar entities that serve as a link or point of contact for convention, business, and leisure travelers.

The integration of sport and tourism means event planners must be capable of collaborating with a network of different organizations or actors. These sport event networks may include event RHOs, DMOs, tourist attractions (e.g., local museums, battlefields), rental companies (e.g., rental cars), airlines, sport venues, accommodation providers (e.g., hotels, motels, campgrounds), local businesses, media, sponsors, stadium authorities, and sport governing bodies (e.g., IOC, USOC). This network of organizations must be committed to working together to plan and implement a successful event. To create a committed network, each organization within the network must provide resources and exhibit trust toward the others (Shonk and Bravo 2010).

All actors within the network seek to leverage the event. According to Chalip (2004),

leveraging an event refers to the activities surrounding a sport event itself that seek to maximize the long-term benefit of the event. Chalip suggests that leveraging “begins by encouraging visitor spending and retaining the visitors' expenditures within the host economy by fostering the tourists' spending and lengthening their stay” (p. 230). For this reason, many events have other activities surrounding the larger event to encourage multiple-night stays and increased spending at restaurants and other attractions. For example, the NFL owns the rights to the NFL Experience, which they market as an exciting continuous event surrounding the Super Bowl. It has an interactive theme park offering participatory games, displays, entertainment attractions, kids' football clinics, free autograph sessions, and the largest football memorabilia show ever.

Relationship Between Sport Event Management and Sport Facility Management

All sporting events require a functional host facility. For event rights holders (e.g., AAU, NCAA), the event venue is the most important factor for determining the site of a nonfixed sporting event that travels between venues (O'Connor and Martin 2009). Event planners are often responsible for negotiating the type of venue to be used for the sporting event. As the event planner negotiates with potential host facilities, she must maintain a realistic image of the prestige of the event. Event venues are generally either public or privately owned facilities. The public facilities may include venues such as armories, municipal stadiums and arenas, convention centers, and fairgrounds, and they may be more flexible in negotiations (Supovitz 2005). An example of a public facility is the Kentucky Exposition Center. Privately owned facilities are generally in the business of making money and are less flexible. Joe Dumars Fieldhouse in Shelby Township, Michigan, is a good example of a privately owned sport facility.

Event planners spend a significant amount of time working with facility managers, who are key stakeholders in the sporting event network. A facility manager may work for a stadium authority, arena, convention center, armory, or any other of a number of facilities. He is responsible for coordinating all of the employees and entities involved in the facility to ensure they meet both short- and long-term goals. In some cases, the facility manager must work with outside vendors or government entities to secure permits. The facility manager may also be responsible for building design and thus may choose material color schemes or purchase new equipment. He may also need to ensure that contracts are fulfilled in addition to maintaining the building and all corresponding equipment (Fried 2009). Before an event, the facility manager may need to provide the event planner with certain field specifications and help coordinate the design and layout of the sport venue. In addition, the facility manager may discuss issues such as security and concession and merchandise layouts with the event planner, and may also be responsible for coordinating the walk-through for a site visit before the sporting event.

Types of Sporting Events

Because of the broad scope of sport, numerous types of sporting events can be planned. The various types of events may differ based on their scope and scale along with the type of market they target. In this section, we discuss the following types of sport events: action and extreme events, cross-cultural events, events for people with disabilities, family events, fixed and nonfixed events, international events, mega-events, multisport events, multiple-location events, senior events, small-scale events, and youth events. Table 1.1 provides an overview of these types of events.

Action and Extreme Events

New action and extreme sport events have emerged in recent years. These types of sports are traditionally outside the mainstream and the athletes often assume considerable risk. In 2018, the Red Bull Cliff Diving World Series made stops in Texas, United States; Bilbao, Spain; São Miguel, Azores, Portugal; Sisikon, Switzerland; Copenhagen, Denmark; Mostar, Bosnia and Herzegovina; and Polignano a Mare, Italy, with athletes free-falling from up to 27 meters (90 ft) with awe-inducing acrobatics. Other popular extreme sport events include the Dew Tour and the X Games. The Dew Tour hosts five multisport skateboarding, BMX, and motocross events across the United States. The Winter Dew Tour features freeskiing and snowboarding events. The X Games are an Olympic-style extreme sport event hosting annual summer and winter competitions. The focus on emerging extreme sports makes these events attractive to a new generation of sports fans.

What is more important to event organizers is that these events provide a valuable connection between sponsors and young, active consumers. For example, Gatorade is the naming rights sponsor for the amateur extreme sports tour, Gatorade Free Flow Tour. Gatorade has the opportunity to extend its brand beyond traditional sports through 50 summer and 10 winter competitions (Mickle 2009).

Cross-Cultural Events

Cross-cultural events involve interactions between members of different cultural groups. The Olympic Games are the greatest example of a cross-cultural event. Such events bring people of different backgrounds together or give people of one culture an opportunity to experience another culture. When staging a cross-cultural event, it is important to understand the cultural norms of the participants and the location. Event organizers need to appreciate differences between cultures because something that is acceptable in one country may be unacceptable in another. For example, religious differences may prohibit play on certain days or limit dietary options.

Events for People With Disabilities

A variety of sporting events exist for persons with either physical or intellectual disabilities. Some are traditional sports adapted for people with physical disabilities (wheelchair

basketball and sledge hockey), while others have been created specifically for disabled participants (goalball and torball).

The preeminent event for persons with physical disabilities is the Paralympic Games, a multisport, multicountry event governed by the International Paralympic Committee (IPC) and held in conjunction with the Olympic Games. Originally staged for rehabilitation, the Paralympics have grown into a major international sporting event featuring the top disabled athletes in the world. In the Pyeong-Chang 2018 Paralympic Games, 567 athletes from 49 delegations competed in 80 medal events across six sports. Athletes compete in 26 different summer and winter sports in six different classifications according to their disability: amputee, cerebral palsy, visual impairment, spinal cord injuries, intellectual disability, and a group that includes all those who do not fit into the aforementioned groups.

Table 1.1. Overview of Types of Sport Events

| Type of event | Definition | Example |
|-------------------------------------|---|---|
| Action and extreme sports | Sports that are traditionally outside the mainstream and where the athletes often assume considerable risk | Red Bull Cliff Diving World Series Dew Tour Gatorade Free Flow Tour |
| Cross-cultural events | Sport events that involve interactions between members of different cultural groups | Olympic Games |
| Events for people with disabilities | Sports that are adapted for people with physical disabilities, or sports created specifically for disabled participants | Paralympic Games Deaflympics Extremity Games Special Olympics Goalball Torball |
| Family events | Events that provide families with opportunities to gather and enjoy sport | Fishing Derby All-American Soap Box Derby |

| Type of event | Definition | Example |
|---------------------------|--|---|
| Fixed and nonfixed events | <p>Fixed events: events that occur each year in the same place</p> <p>Nonfixed events: annual sport events that take place at a different location each year</p> | <p>Fixed events: Kentucky Derby, Masters Golf Tournament, Little League World Series</p> <p>Nonfixed events: AAU Basketball Tournament, NCAA Men's and Women's Final Four</p> |
| International events | Sport events involving more than one country | <p>Olympic Games</p> <p>Asian Games</p> <p>Pan American Games</p> <p>Commonwealth Games</p> <p>Tour de France</p> <p>British Open</p> |
| Mega-events | Large short-term, high-profile events capable of having a significant impact on their host community or country | <p>Olympic Games</p> <p>FIFA World Cup</p> |
| Multisport events | Sport events that feature competitions in a variety of sports in a host city or host region | <p>Olympic Games</p> <p>Pan American Games</p> <p>Maccabiah Games</p> <p>World Police and Fire Games</p> |
| Multiple-location events | Sport events where competition takes place in several different cities or in the same city but in multiple venues | <p>FIFA World Cup</p> <p>Olympic Games</p> |
| Senior events | Sport events specifically targeting older adults | <p>National Senior Games</p> <p>Senior League Softball World Series</p> |

| Type of event | Definition | Example |
|--------------------|---|--|
| Small-scale events | Regular-season sport competitions that use existing infrastructure and need less public support for hosting | Salem Red Sox vs Frederick Keys baseball game |
| Youth events | Sport events targeting children 18 and younger | Columbia Invitational Memorial Day soccer tournament Little League World Series |



A variety of sporting events exist for persons with either physical or intellectual disabilities, such as the Paralympics. BOB MARTIN FOR OIS/IOC/AFP/GETTY IMAGES

Similarly, the Deaflympics is an elite sport competition for people with hearing impairments. Summer and winter games are held every four years, and athletes compete in 25 sports. According to the International Committee of Sports for the Deaf, the 23rd Summer Deaflympics in Samsun, Turkey, in 2017 attracted 2,873 athletes from 86

countries competing in 18 sports with 21 disciplines.

The Extremity Games are an extreme sport competition for people with physical impairments. Organized by the Athletes With Disabilities Network (ADN), the Extremity Games have many of the same sports you would find in other extreme sport events. The Extremity Games 4 (eX4) in Michigan included competitions in skateboarding, rock climbing, wakeboarding, kayaking, mountain biking, and motocross.

The most prominent event for people with intellectual disabilities is the Special Olympics. Founded as a series of summer camps by Eunice Kennedy Shriver in 1962, the event grew into an international competition by 1968. Today there are local and national competitions in more than 160 countries, with more than 2.5 million athletes competing in 30 different sports. The events are based on a philosophy that people with intellectual disabilities can learn and benefit from participation in sports.

Family Events

Family events provide families with opportunities to gather and enjoy sport. In these events, family togetherness and educational components often take precedence over competition. An example of an event often designed with family in mind is a fishing derby, where adults and youth spend time together fishing. Many of these events have games, contests, and educational components on water safety and fishing techniques. Another good example is the All-American Soap Box Derby. Since 1934, children have built and raced nonmotorized cars (All-American Soap Box Derby 2009). Winners of local events can move on to race in the world championship finals. In addition to the races, there are several educational and entertainment programs for families.

Some organizations have added family-friendly elements to their events in order to widen their appeal. The National Soccer Festival, a collegiate soccer event in Fort Wayne, Indiana, draws some of the top collegiate soccer teams in the country. Organizers have turned this into a family event by adding activities attractive to youth soccer participants and their families. To appeal to families, the event features live music, youth soccer clinics, activities for kids, and a variety of food vendors in addition to autograph and photo sessions. This combination of activities has created an event that draws large crowds in addition to quality competition (Bogle 2008).

Fixed and Nonfixed Events

Fixed events are sport events that occur each year in the same place. For example, the Kentucky Derby occurs on the first Saturday in May every year at Churchill Downs in Louisville, Kentucky. Annual sport events that take place at a different location each year are called non-fixed events. Examples are the NCAA Men's and Women's Basketball Final Four, which occur every year, but at a different location.

International Events

Many major sporting events are international in nature. It is now easier than ever for athletes to play in other countries and for fans to access events taking place in other countries (Lizandra and Gladden 2015). Some international events, such as the Olympics, the Asian Games, the Pan American Games, and the Commonwealth Games, have different countries competing in multiple sports. Others bring together multiple countries competing in one sport, such as world championship events. Still others, such as the Tour de France and the British Open, feature the best individual athletes from around the world.

From a marketing standpoint, the global appeal of these sports can be very attractive to broadcasters and sponsors. For example, Formula One, an auto racing series featuring drivers and race teams from around the world, can be watched either live or by tape delay in more than 200 countries. Races attract millions of viewers across Europe and in other major markets such as China and Brazil.

International events can also be used to promote a sport or sport entity. American sports have extended their reach beyond borders through international exhibitions or tournaments. The World Baseball Classic, created by Major League Baseball in 2006 and sanctioned by the International Baseball Federation, provides a format for the top players from around the world to compete while promoting the sport internationally. The National Football League hosted international exhibitions, called the American Bowl, from 1986 to 2005 in countries such as Great Britain, Ireland, Germany, Japan, Spain, Australia, and Canada to promote the sport abroad. Since then the NFL has hosted regular-season games in Mexico City and London.

Mega-Events

Mega-events are large short-term, high-profile events capable of having a significant impact on their host community or country (Hiller 2000). Such sporting events as the Olympics and the FIFA World Cup are large enough to qualify as mega-events because of their size in terms of prestige, public involvement, social and political influence, media coverage, and economic impact (Getz 2005). These events are generally referred to as first-order mega-events.

While events like the Commonwealth Games, the World Military Games, and the World University Games are also international in scope, Cornelissen (2004) refers to them as second-order mega-events because they are smaller in terms of their extent and level of participation than first-order events. Sport mega-events that are still more limited in scope are called third-order events and may include regional or continental tournaments.

Mega-events can have a significant economic impact through tourism, infrastructure improvements, and economic development. Mega-events also attract interest far beyond the event itself. For example, it is estimated that 50,000 people who will not attend the

game travel to the Super Bowl's host city each year (Super Bowl XLVII New Orleans Host Committee 2012). These people go there to attend meetings, parties, and other festivities that surround the event. Beyond the economic impact these events generate, mega-events often create a legacy in the city or country where they are held. For example, local organizers of the 2010 FIFA World Cup in South Africa hoped the event would leave a lasting legacy much more important than soccer. According to Danny Jordan, executive director of the organizing committee, the event was about nation building and country branding. Through the event, they hoped to drive trade, investment, and tourism to the country (Allmers and Maennig 2009). Even prior to the 2018 FIFA World Cup in Russia, the organization had put out facts and figures regarding its impact and legacy, including 12 stadiums, 96 training sites, 27 new hotels, 13,000 people involved in the construction and renovation of 10 stadiums, and 100,000 jobs created and supported by the event (FIFA, 2018).

Events of this nature involve extensive logistical planning and require significant political and taxpayer support to be successful. For example, the bidding process for the Olympic Games is lengthy and costly. The Olympic Games are normally awarded by the International Olympic Committee (IOC) either seven or eleven years prior to the event. According to Vomiero (2018), the cost of hosting both the Summer and the Winter Games has gone up consistently since 1960. The 2012 London Games were the most expensive Summer Games, costing \$15 billion; and Sochi 2014 was the most expensive Winter Games, costing over \$20 billion. Beijing was awarded the 2022 Winter Olympic Games only after six cities dropped potential or official bids, mostly on account of these enormous costs.

Multisport Events

Multisport events feature competitions in a host city or host region in a variety of sports. These events often bring together participants from different sports competing under a common theme or organized for a specific community. Although the Olympics are the most notable multisport event, numerous others exist to serve different purposes. Examples of multisport events include the following:

- Amateur Athletic Union's Junior Olympic Games: the largest national multisport event for youth in the United States
- Maccabiah Games: an event for Jewish athletes
- Pan American Games: an event open to countries in North, South, and Central America
- World Police and Fire Games: an event for active and retired police officers and firefighters

Hosting a successful multisport event requires long-term planning, a variety of

competition venues, available hotel space, and willing community partners. Although the logistics of managing several different sporting events can be daunting, the advantages of having all the athletes competing in one location can be substantial. Specifically, these events tend to draw more participants and spectators, creating a more exciting event and a better economic return for the host (Chavis 2008). The Mediterranean Games are a multisport competition, featuring Europe, Asia, and Africa, organized within the Olympic Movement. The XVIII Mediterranean Games held in Tarragona, Spain, featured 33 sport disciplines. During the ten days of competition, the games attracted 4,000 athletes from 26 different countries, 1,000 judges and representatives of the International Federations and the International Committee of the Games, 1,000 journalists from all over the world, 3,500 volunteers to cover the needs of the organization, more than 150,000 spectators (which will impact more than 3,000 indirect jobs), and 70 to 80 professionals working for the organizational structure of the games.

Multiple-Location Events

Events that span multiple locations present special challenges. Competition may take place in several different cities (e.g., soccer's World Cup) or in the same city but at multiple venues (e.g., the Olympics). Smaller events can also take place at multiple venues. For example, a volleyball tournament may be staged in multiple gyms while ancillary events such as practices, banquets, and awards ceremonies take place in additional facilities. The complexity of managing multiple sites makes it difficult for one person, or one group of people, to efficiently manage all operations at once.

To manage multiple-location events, organizers often assign a management team to each venue, creating events within an event. This type of structure allows for more immediate decision-making and tighter control over activities. Venue-specific staffing allows the flexibility to deal with issues unique to that location or activity. Typically, venue staff are given the authority to deal with local issues. Larger issues are the responsibility of the main event staff.

Senior Events

Numerous senior events exist for older participants. The Summer National Senior Games are the largest multisport event in the world for seniors. The games are organized by the National Senior Games Association, a nonprofit member of the United States Olympic Committee. The 2019 Senior Games in Albuquerque, New Mexico, took place over a two-week period, attracting 10,000 athletes age 50 or older who competed in 20 different sports. The 2009 National Senior Games in San Francisco attracted more than 10,000 athletes over the age of 50 to participate in 18 medal and 7 demonstration sports. Organizers estimated that 20,000 visitors attended the games, generating \$35 million in economic impact (Dremann 2009). In addition to the national games, the organization supports and sanctions member-state competitions.

According to the Louisville Senior Games organizers, senior events are lucrative because senior athletes tend to have high incomes, eat at upscale restaurants, and take advantage of local attractions (Shafer 2007). Even smaller senior events can have a significant impact on the local economy. The Senior League Softball World Series costs \$225,000 to organize and operate, but it delivers an estimated economic impact of \$1.2 million (Shortridge 2009).

Small-Scale Events

Small-scale sport events include regular-season competitions that use existing infrastructure and need less public support for hosting (Gibson, Kaplanidou, and Kang 2012). An example of a small-scale event would be a minor league Class-A baseball game between the Salem Red Sox and the Frederick Keys. The city of Frederick, Maryland, benefits from the Keys' 70 home game schedule when spectators and visitors attend games and purchase hotel rooms, meals, gas, merchandise, and other items from local businesses. Some research on small-scale events suggests that net expenditures associated with small-scale sport events benefits not only the host economy, but it also spurs the production of goods and services directly demanded as well as the production of supplier activities (Amador et al. 2017).

Youth Events

The youth sport market has been steadily growing over the last decade, making youth sports a lucrative industry. While statistics in 2017 from the Sport Fitness Industry Association and the Aspen Institute Sports & Society Program suggest that the percentage of kids playing sports continues to decrease in the United States, the total number of kids playing continues to increase because of population growth (O'Connor 2018). In addition to the participants themselves, youth sports also tend to attract significant numbers of coaches and family members, which can generate important business for restaurants and hotels as well as for the organizers. For example, the Columbia Invitational Memorial Day soccer tournament attracts approximately 9,000 youth athletes to Maryland, generating a sizable economic impact (Sharrow 2009). From 2009 to 2011, Indianapolis attracted 155,000 visitors for amateur sport events who paid for approximately 62,000 hotel room nights and spent an estimated \$62 million (Cutter 2009).



As the youth sport market continues to grow, youth sports is becoming a lucrative industry. © HUMAN KINETICS

Sponsors also see opportunities with youth sports. In 2017, Target committed \$14 million to local youth soccer through two national initiatives: an \$8 million local soccer grant program, and a \$6 million partnership with the U.S. Soccer Foundation to build 100 new soccer spaces by the year 2020 (Target 2017). The inaugural ESPN Rise Games featured competitions for athletes 10 to 19 years old in the sports of baseball, basketball, field hockey, and track and field at Disney's Wide World of Sports Complex in July of 2009. Media companies such as ESPN, along with sponsors Target, Champion, Powerade, and Under Armour, saw this event as an opportunity to reach young consumers while they are making brand decisions (Mickle 2009).

Management of youth sport events can differ significantly from adult sporting events. Martens (2001) identifies several issues that affect sport programs. First, the needs of the participants must be balanced against the needs of the adults. Although the events are for the young athletes, it is often the parents or the coaches who make the events possible and make decisions as to whether or not their athletes or their teams participate. Second,

the role of competition can vary greatly across youth sport events. Each event has to address whether the focus is competition, with winning being the ultimate reward, or whether the event is recreational, emphasizing participation over winning. The following is a list of some of the larger youth sport governing bodies:

- Amateur Athletic Union
- American Junior Golf Association
- American Youth Soccer Association
- Babe Ruth Baseball
- Little League Baseball
- Pony Baseball and Softball
- Pop Warner
- U.S. Youth Soccer
- USA Football
- USA Hockey

Summary

Sport event management has evolved from the early days of athletes celebrating the end of the harvest by traveling from city to city within ancient Greece, to the lucrative and specialized industry it is today. As the sport industry continues to grow, so do the number of sport-related event management jobs. Almost every professional sports franchise and collegiate athletic program hires some type of event manager. Today's sport event planner must be able to manage his personal life along with having strong conceptual, interpersonal, technical, and time management skills. The event planner must also be able to negotiate with sport event venues and recognize the importance of sport tourism and the need for collaborating with a wide variety of network organizations.

Sporting events can also be quite diverse, and each type of event presents its own opportunities and challenges for event organizers. Events vary in size from small-scale and local events to mega-events such as the Olympics and the FIFA World Cup. Events also vary in the groups they reach, because competitions for young participants, seniors, and disabled spectators each appeal to a different demographic. The challenge for event organizers is to be mindful of the needs of different groups and different sports.

Learning Activities

TIME MANAGEMENT SKILLS

The chapter describes a number of time management skills that are critical for sport event managers. The skills listed include projecting a positive attitude, working

independently or as a member of a team, being accurate and quick at details, articulate on the telephone and in written and oral communication, creative and flexible, capable of working under extreme pressure for long hours, good at working with all levels of people, including volunteers, effective at balancing multiple projects simultaneously, being an excellent time manager, effective negotiator, being finance- and budget-conscious, possessing good typing, word processing, and other office skills, leadership ability, being able to solve problems quickly, being a good motivator, and having the desire to learn and grow.

Now, choose three of the skills listed above. *In detail*, write one paragraph for each of these three skills. For example, you could start the first paragraph with the words "I am very effective at balancing multiple projects simultaneously." Then you need to show how you have done this in the past. You might start by saying, "This summer I did an internship where I was responsible for recruiting volunteers and registering participants at a soccer event. I received both multiple volunteer forms and multiple registration forms every day. I had to multitask so I could process all these forms." Your paragraph should be at least four or five sentences long and offer insight into how and why you are good at the skill. This information can also be used in a cover letter or a resume for a future job application.

THE SPORT OF KABBADI

Kabaddi is a combative sport that has been played in India for many decades. There is currently a Pro Kabaddi League in India. However, most people could not describe the sport if you were to ask them. Do an internet search to learn more about Kabaddi. Based on what you have read, describe Kabaddi and some of the rules of the game. What are some ways you might market the sport of Kabaddi to tourists? What are some other sports you might include along with Kabaddi in a multisport event?

CASE STUDY: SPORTS AND INDIA

India is a country of about 1.3 billion people in South Asia. While the most popular sport in India is cricket, other sports have garnered interest in recent years. According to the firm of Ernst & Young (2017), seven new sports leagues were developed between 2012 and 2016, including a Premier Badminton League, Pro Kabaddi League, International Premier Soccer League, Indian Super League (soccer), Universal Basketball Alliance, Pro Wrestling League, and Premier Futsal League. Perhaps the largest growth can be seen in the Indian Super League (ISL), for which television viewership grew from 207 million in 2015 to 224 million in 2016. Star India, which owns the digital rights of the ISL, has seen viewership more than double from 41 million in 2015 to 110 million in 2016 on its Hotstar mobile streaming app. In addition, viewership for the Pro Kabaddi League grew 51 percent from 2012 to 2016.

Adventure and action sports are also popular in India. For example, white water rafting is popular in the ancient town of Rishikesh, known as the Gate to the Himalayas, and

the best place for rafting the Ganges River. Auli, located in the northern part of India, is one of the major skiing destinations in the Himalayas. Hang gliding is popular in the State of Himachal Pradesh, and the mountain ranges of the Himalayas are popular spots for trekking and ice climbing. The white sandy beaches and clear blue waters of the Andaman and Nicobar group of islands are great places in India for scuba diving (Tourism on the Edge 2014).

Rahul Bhatnagar is the director general of the Sports Authority of India (SAI), which is part of the government of India. The SAI exists to promote capacity building for broad-based sports and to achieve excellence in various competitive events at both the national and international levels as well as to plan, construct, acquire, develop, take over, manage, maintain, and utilize sports infrastructure and facilities in the country. Bhatnagar notes that sport has traditionally been given very low priority in India, thus there has been a lack of an evolving sports culture. Of the more than 700 million children and youth in the country, less than 50 million have access to organized, competitive sport (Ministry of Youth Affairs and Sports 2018).

While historically India has not been noted for hosting sport events, the Indian Olympic Association announced in April 2018 their plans to bid on three major sport events: the 2026 Youth Olympics, the 2030 Asian Games, and the 2032 Summer Olympics. In 2017, the capital city of New Delhi hosted the International Shooting Sports Federation's World Cup, which included the three shooting disciplines of pistol, rifle, and shotgun that are included in the Olympics. New Delhi also hosted the International Table Tennis World Tour in 2017. For the third time, the Asian Athletics Championships (a continental athletics event) were hosted in New Delhi at Ranchi's new Mega Sports Complex. Finally, Kochi, Kolkata, New Delhi, Goa, Guwahati, and Navi Mumbai played host to the 2017 FIFA U17 World Cup with athletes from 24 nations and 6 soccer confederations. The 2010 Commonwealth Games in Delhi were the largest international multisport event in India. The games were host to 6,081 athletes from 71 Commonwealth nations competing in 21 sports and 272 events. The opening and closing ceremonies were held at the Jawaharlal Nehru Stadium, the main stadium of the event. It was the first time that the Commonwealth Games were held in India and the second time they were held in Asia after Kuala Lumpur, Malaysia, in 1998.

Case Study Application

1. Your task is to market India as a sport tourism destination. Create a short promotional flyer that would appeal to either an event sport tourist, an active sport tourist, or a nostalgic sport tourist, or all three.
2. The chapter describes a number of types of events (e.g., multisport events, multiple location events, cross-cultural events). Choose one of the events outlined in the case study and discuss how it falls under one or more of these types of events.
3. In the case study, Rahul Bhatnagar (the sports secretary of India) suggests that less

than 50 million of the more than 700 million children in India have access to organized, competitive sport. Describe three to five activities or initiatives that you would suggest for enhancing youth sport in India.

4. According to the case study, India would like to bid on the 2032 Olympic Games. Do some further research on India and outline two or three ways you would promote India as the host of this type of first-order mega-event. Also, outline the two or three largest obstacles you believe India will face in terms of bidding on the Olympics.