



Chapter 1

Introduction: the marketing of sport

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'Sport is the only entertainment where, no matter how many times you go back, you never know the ending.'

US playwright Neil Simon quoted in Pickering (2002)

Learning outcomes

Upon completion of this chapter, the reader should be able to:

- Define what is meant by sport marketing.
- Highlight the distinctive characteristics of sport marketing.
- Indicate the scope of marketing in the sport sector.
- Identify a range of challenges facing marketers in the sport sector.
- Explain the layout and structure of the book.

Overview of chapter

The chapter begins by briefly introducing the focus of the chapter and the book, and it then considers the nature of sport marketing. Of particular note at this point is the new definition of sport marketing the chapter proposes. Drawing from this definition, the example of Real Madrid is used to illustrate the range of organisations to which the definition of sport marketing applies. Given the relatively recent development of sport marketing as an area of interest, allied to some scepticism about it amongst academics and practitioners, the chapter then addresses two key issues: Firstly, it dispels some established myths about what sport marketing is and what it is supposed to do; secondly, it highlights the distinctive features of sport marketing. The chapter concludes with two case studies: Beckham mania in Japan and the continuing failure of soccer in North America.

Introduction

Pick up any newspaper or magazine, watch any sport programme on television, walk down any street across the world, and it is likely that you will be exposed to some aspect of sport marketing. Beckham, Schumacher, Kournikova, Nike, Ferrari, Vodafone and Manchester United are names that call out to consumers from billboards, adverts and countless other tools of marketing communication. The big names and the big money they are associated with have become synonymous with sport marketing and the logic amongst some in the commercial world is that, if sports and its personalities can be packaged and sold, then why not do it? But this is only one view of sport marketing because for every Beckham, there are hundreds of other individuals, teams, clubs, businesses and organisations for whom survival or scratching together enough funds to compete is an important part of what they do.

This book therefore sets out to consider the high value end of the market and addresses issues pertaining to, amongst other things, the branding, sponsorship and selling of superstars and hugely popular sports. Yet it also sets out to examine the role marketing can play in tackling, for example, the challenges faced by small sports clubs that may encounter intense local competition from a rival leisure provider and the difficulties that less popular sports may have to contend with in seeking to attract new participants or spectators. The main aim of both this chapter and this book, therefore, is to highlight both the potential for achieving commercial returns and the quest for survival that sport marketing can help to fulfil.

What is sport marketing?

Take a look at any standard marketing textbook such as Kotler, Saunders and Armstrong (2004) or Brassington and Pettitt (2002) and you will find marketing characterised as an exchange process whereby organisations work in order to meet the needs and wants of customers. Definitions of this type often also stress the importance of achieving profitability or efficiency through this process. Later definitions of marketing, such as the one provided by Gronroos (1994), are rather more seductive in the way they emphasise the importance of enduring relationships between customers and organisations. But even these definitions of marketing fail to encapsulate the essence of sport and do not differentiate sport from other products and services. Sport marketers have hardly helped themselves or the sport marketing cause either as most of the definitions (see, for example, Mullin, Hardy and Sutton, 2000; Pitts and Stotlar, 1996; Shank, 2005) generally take generic definitions to which the word 'sport' is inserted. But buying a ticket to watch a game, paying a subscription to a sports internet site or purchasing a piece of sport memorabilia is simply not the same as marketing industrial components or boxes of washing powder. If we are honest, for many people, it is not even the same as going to the theatre or donating money to charity.

The factors that make sport and sport marketing such unique phenomena are considered in detail later in this chapter, but they help in providing the background to the following definition of sport marketing:

It is an ongoing process through which contests with an uncertain outcome are staged creating opportunities for the simultaneous fulfilment of direct and indirect

objectives amongst sport customers, sport businesses and other related individuals and organisations.

So what does this definition mean, and who does it refer to? The first thing to note is the use of the term uncertainty of outcome. In literature on the economics of sport, this is held as being the most fundamental appeal of sport (Dobson and Goddard, 2001). People go to watch a horse race or a tennis match because nobody really knows what is going to happen. This creates a sense of excitement and expectation that is arguably unsurpassed by any other form of human activity. Chris Waddle, an ex-England football player, once suggested that football is even better than sex! Many sports fans might well agree. Take the tension and drama away from sport, and people start to lose interest. If evidence of this is needed, look no further than what happened to Formula One during Michael Schumacher's domination of the sport. This uncertainty leads people to respond in many different ways. Some will attend sporting contests, watch sport on television or read about sport in newspapers and magazines for reasons of pure enjoyment. Others will use them as the basis for associating with success or, perversely in some cases, failure. Some will see 'their' sport as being a way that they can publicly communicate their affiliations, geographic or otherwise, and others will use sport as an expression of their values: 'I like them because of the stylish way they play.'

But the contest is not just about fans; the teams and clubs that create the contests are clearly important as well. At a basic level, there are two ways to assert the significance of the definition for them: Sports clubs and teams need spectators in order to create the excitement and tension that so many associate with watching sport. Without this, the fans will not watch and support, and they may cease to attend sporting contests. For example, the Scottish Claymores American football team recently closed because of lack of local interest in the sport. Sport organisations also need to ensure that large enough numbers of people are watching their contests in order for them to generate revenue that will enable them to survive, if not prosper. Although there may be philanthropic reasons for staging contests, marketing nevertheless serves to heighten the sense of uncertainty by ensuring they remain exciting whilst at the same time ensuring that significant numbers of people are aware of, and have access to, them. The Tour de France may be a national institution to those in France, but careful marketing of the event nevertheless helps to guarantee that an average of 1 million spectators per day watch the race from the side of the road.

For those who follow Le Tour, a characteristic of the event is that a procession called *the caravan* precedes each day's stage. This consists of official sponsors and suppliers handing out free gifts to promote their association with the event. The fact that many stages are hugely unpredictable surrounds these organisations with the same excitement as that which the spectators experience. Being associated with sport therefore enables related organisations, amongst other things, to raise awareness of their products, services and brands; to engage in the public relations activities; and to achieve the benefits of image transfer. To the list of associated organisations can be added newspapers and television companies (sport makes for great reading and viewing), corporate hospitality businesses, local and national governments, kit manufacturers and book publishers. It is then that one begins to appreciate how big an impact the staging of a sporting contest actually has. Sport, the uncertainty it brings, and sport marketing enable the fulfilment of a multitude of objectives amongst a diverse range of individuals and organisations.

The process of marketing sport is a never-ending one; whether for a year-long competition such as league soccer, a one-off event such as the Olympics or a one-day contest such as a cup final, marketers are involved in planning, executing and evaluating their activities. Added to this, maintaining relationships with fans and customers is crucial. After all, if an event only takes place, say, every 4 years, ensuring that it stays in the forefront of people's minds will be a major challenge. For marketers of, for example, the Olympics, the challenges may be even more multidimensional and longitudinal. Before they can even start marketing the event to people, they actually have to market their bid to the appropriate authorities to win the right to host the games.

Within most other definitions of sport marketing, it is implicit that they are referring directly to the commercial activities of sport organisations. Clearly, the definition provided earlier acknowledges that this is an important focus for sport marketing. But smaller and not-for-profit organisations equally benefit from more formal or professional marketing activities. For example, a governing body or voluntary organisation needs to decide to whom their service is being targeted. For example, a project aimed at addressing social exclusion uses sport as a vehicle for promoting the achievement of objectives, knowing who the beneficiaries might be, where they are, what they want and how they can be reached as just as valid marketing activities as selling basketball merchandise in new marketplaces.

To add to this, it is important to note that the definition is not just restricted to those organisations directly related to the fields and arenas where contests take place. The sport marketing domain can be thought to embrace a wide range of organisations to which sport makes a significant contribution. Following the successes of the British cycling squad at the Athens Olympics, it was widely reported that sales of bicycles increased dramatically in the month following the games. The fact that countries actually bid to host Olympic Games in the first place itself indicates how sport marketing has a much wider impact than one might imagine. The successful hosting of an event can be equated with exciting sporting contests but will also lead to the promotion of a country's image, the generation of tourism, multiplier effects on the income of local businesses and the promotion of employment.

In these terms, the domain of sport marketing can therefore be thought to embrace a wide range of organisations and activities; this is illustrated in Table 1.1.

Table 1.1 The sport marketing domain: the example of Real Madrid

<i>Directly related</i>	<i>Indirectly related</i>
<ul style="list-style-type: none"> ■ Fans (e.g., the people who buy their tickets at the gate on the day of a game) ■ Individuals (e.g., David Beckham) ■ Teams (e.g., Real Madrid) ■ Leagues (e.g., La Liga) ■ Competitions (e.g., Champions League) ■ Events (e.g., a Real Madrid tour to China) ■ Commercial partners (e.g., Siemens, Adidas) ■ Televised sports coverage (e.g., TVE) ■ Governing bodies (e.g., LPF) 	<ul style="list-style-type: none"> ■ Place marketing (e.g., the city of Madrid) ■ Local economic and social development (e.g., profitability of bars and cafes close to the Bernabau stadium) ■ Magazines and newspapers (e.g., Don Balon) ■ Betting and gambling services (e.g., Betandwin.com) ■ Sportswear manufacturers [e.g., football boots (even if no one on the team actually wears or endorses them)]

Why do sport organisations need marketing?

Many people think they know what sport marketing is but probably do not really grasp the fundamental nature of it. Let us consider five of the most popular myths about sport marketing (there may be more, but these seem to be the most popular). In no particular order, they are:

■ Myth 1: Sport marketing is just about selling things to people

If, for instance, Sport England wanted to introduce a series of initiatives aimed at promoting the grassroots development of sport or a social inclusion agenda, the organisation would need to have a clear vision of what they were trying to achieve, how this could be introduced, to whom it would need to be directed and how the initiative could be communicated to the appropriate audience. This would require the organisation to carefully consider how to market the initiative. Nothing is being sold, no goods change hands and no one necessarily achieves a direct financial return. Some sport organisations may perceive that marketing is solely a commercial activity, but it does not have to be because it can perform a multitude of functions.

■ Myth 2: Sport marketing is all about putting a gloss on the commercialism and commodification of sport

It is clear that many people love sport and that sport is up against intense competition from other leisure and entertainment pursuits. Moreover, as disposable income levels rise, competition for people's spending comes equally from other goods and services such as washing machines, financial products and furniture. Marketplaces are incredibly crowded, and creating a sense that the sport product is different, if not better than products available elsewhere, is vital. Sport marketing therefore entails building a differential advantage for sport by emphasising the appeal of the core product whilst highlighting its key features. To some, this might seem like gloss, but it is actually more about maintaining the appeal and relevance of sport.

■ Myth 3: Sport marketing is all about 'money men' taking from supporters in order to make even more money

The first thing to dispel is that *money men* is something of a generalisation because both men and women are engaged in marketing and sport. The purpose of any business is to make money. If a business is not profitable, it will ultimately cease to trade. Industry in general is littered with high-profile examples of such businesses, and sport is no exception (think of, say, the Arrows Formula One team). Marketing therefore contributes to the activities of many sport businesses, helping them maximise the revenue they earn from the products they sell. There is a view that this can be exploitative, but some sport organisations are increasingly receptive to the power of the consumer. For example, Manchester United has placed a customer service charter on their website. This details the minimum standards of service that customers can expect from them. At the same time, the regulatory authorities across a number of countries are working to prevent fans and customers from being exploited, England's Football

Task Force being one example. But above all, marketing is not simply about selling people things they do not want. Rather, marketing entails a process of trying to understand the needs and wants of the marketplace and then producing goods and services that satisfy either actual or latent demand.

■ Myth 4: Sport marketing is all about leading customers to believe things that sometimes are not true

If one thinks about attending, say, a rugby match one evening in the middle of winter when the rain is falling and the temperature is plummeting, the uninformed may well question the role that marketing plays in sport. No matter how much one might try to 'gloss over' it, watching the game is likely to be a cold, wet experience. But at one level, there may be certain sports fans who enjoy such an experience, and this may form the basis for maintaining and developing this type of contest. The essence of sport marketing is to try to identify whether or not this is the case. If people want something different, trying to convince them that what is currently on offer would be difficult, in which case, developing the product by, for example, providing better facilities would be one role that marketing could perform. Otherwise, the task of the sport marketer might be to make fundamental changes to the product on offer by, for example, moving games to times and locations more conducive to better conditions and bigger crowds.

■ Myth 5: Sport marketing is a corruption of the purity of sport

If anything, sport marketing is about celebrating the purity of sport. At a time when people's spending patterns are changing, the need for sport organisations to continue being relevant to people's lives is of paramount importance. With higher incomes at their disposal, consumers are faced with an ever-increasing array of leisure goods and services. If sport is to retain its appeal, ensuring it is one of the first spending choices in the mind of consumers is one of the most important functions that sport marketing serves.

What is so distinctive about sport marketing?

The main purpose of this book is to examine the distinctive nature of sport marketing. In so doing, it will implicitly differentiate between sport organisations and products and organisations and products found in other industrial sectors. The definition of sport marketing presented above is intended to encapsulate the differences, but the specific nature of sport and sport organisations means that marketers working within sport organisations variously face a number of unique challenges. These are explored below.

■ Sport is product led

Many sport organisations are currently product led. This means the focus and success of the marketing effort off the field of play is largely determined by what happens on the field. This often leads to players and teams dominating what happens in sport organisations rather than fans and customers necessarily having a major influence on marketing.

■ Sport is all about the uncertainty of outcome

This is the core of the sport product and is one of the main reasons why so many people are motivated to consume sport. The uncertainty of outcome induces levels of excitement, stress, emotion and tension rarely, if ever, associated with the repeated purchase of other products. Just how the uncertainty of outcome and the associated *experience* can be marketed is one of the crucial challenges that sport marketers face. Allied to this are the related challenges concerning how sport marketers should set about marketing the tangible, augmented and potential sport products (see Chapter 9 for more details).

■ Sport customers help to produce the product

Visit a supermarket, purchase a financial services product or ask an engineer to install a component for you – it does not really matter who else is there, if anyone, or what they look like or how they sound. Contrast this with sport; soccer is a great game, and some of us might derive immense pleasure from attending a game, even if nobody else is present. But the essence of sport for many people is the atmosphere and excitement generated by other people around them. It is good to win a game by a huge margin, but it is even better if you are watching it with friends, family or other supporters. The marketing of sport is therefore unique in the way that the presence of other customers is a vital element of the product and of the consumption experience. Thus, the individual is of paramount importance in sport marketing, simultaneously representing both a target and a fundamental element of sport marketing.

■ Sport organisations sometimes adopt a strange approach to marketing

Across the world every weekend there are probably thousands, if not millions, of sporting contests watched by small numbers of fans in under-utilised stadia. Why? In most sports, ticket sales constitute the most important source of revenue. To be a net generator of revenue, it would therefore seem obvious that clubs and teams should market themselves more effectively to increase crowd sizes and sell more tickets. Sadly, many sports do not, for example, reduce ticket prices, target particular groups or advertise on television in order to promote attendance at games. Sport marketing is not a panacea for all the ailments of sport, but it could help go part of the way towards a cure for some of them. At the same time, a 'fill your corporate boxes, sell space on your perimeter advertising boards' mentality pervades many sports. Each year there is a consequent dash for cash, the end result of which is that the marketing manager either remains in employment or has their contract of employment terminated. This indicates that the off-field marketing activities of some sport organisations are actually sales driven. But this does nothing to sustain revenue or relationships with partners. Instead of offering high-quality facilities to the corporate market by working with them to understand their needs and deliver appealing products, some sport organisations simply sell space in their boxes 'because it is there' and has to be filled. As any competent marketer will acknowledge, this is an opportunity missed, something certain sport organisations continue to do.

■ Sport products are socially and culturally embedded

Sport generates a degree of fervour unheard of in relation to other products. One commentator is reputed to have claimed that Tesco customers (the United Kingdom's leading supermarket chain) never ask for their ashes to be spread down the aisles of their local stores (one service many English football clubs now offer is that people, when they die, can arrange for their ashes to be spread on the pitch of the favourite team). The sociocultural basis of most sports is such that it presents strongly distinctive challenges that marketers of other products do not face. Amongst these challenges are the unswerving loyalty that many fans have for their teams and clubs, the parental and peer influences on consumption and the role that geographic identity plays in influencing consumption behaviour. Unlike other products, sport is thus often consumed in an irrational, rather than a rational, economic way. Logic tells us that if a product continually fails to live up to expectations, people will stop buying it. In sport, this logic does not always hold.

■ Sport businesses have limited control over their products

Given that the uncertainty of outcome is at the heart of sport, the principle focus for sport marketers therefore becomes how to preserve and develop it. As the example of Xtreme football shows (Willoughby, 2003), sports fans nevertheless value the maintenance of established rules and formats in their sport (when US authorities announced that they wanted to increase the size of the goals for the 1994 World Cup so that more goals would be scored – thus making easier to market soccer in the United States – there was an outcry in other parts of the world). This limits how much sport marketers can therefore adapt and change the sporting contest. Moreover, in addition to the raft of rules that inevitably applies to all organisations, the appeal of sport is further regulated by specific criteria that apply to promotion and relegation, player acquisition and the format of a game or match. If, for example, a team gets relegated from a league, literally overnight the nature of the team's marketing is likely to be influenced in a way other businesses are not routinely exposed to.

■ Sport measures performance in different ways

Marketers working in most for-profit organisations are likely to have their performance measured in terms of, for example, increased market share or a growth in sales. Amongst not-for-profit marketers, measures such as promoting charitable contributions or raising participation may alternatively be important. But in sport, the acid test for most organisations is 'Did we win the league?' In part, such judgements are bound up in the product orientation of the organisations concerned, although what this does is to effectively relegate traditional measures of marketing success to be of only secondary importance. After all, do most sports fans really care about market share in China if their team has just won a play-off final? In one sense, this does make the job of the sport marketer a more difficult one, although one purpose of this book is to help ensure that sport organisations, their employees and the customers who buy from them can ultimately establish the link between on-field achievements and off-field performance.

■ Sport has unique relationships with broadcasters and the media

In some respects, one might argue that sport organisations do not need to market themselves; they should just let others do it for them. Indeed, certain sport organisations actually take this view; for example, why spend on advertising when television channels, newspapers and websites effectively do your advertising for you? If you open a daily newspaper, it is likely that you will be faced with a multitude of sport stories, factual, salacious and otherwise. The role and importance of 'the media' should not therefore be underestimated because it is instrumental in helping to create the tension and excitement surrounding the sport product. Moreover, the media has generated a range of additional opportunities for sport organisations through, for instance, the promotion of sponsorship deals and endorsement packages. This makes sport unlike any other industry we know (with the possible exception of films and music). However, one lesson that sport marketers need to learn is that leaving the media to do your marketing for you cedes control of how your product is presented and packaged to corporations, some of which may be located thousands of miles away. Taking a more active role both in fostering and managing relations with the media and marketing sport beyond this relationship are important tasks that many sport marketers have yet to seriously address.

■ Sports fans are unlikely to purchase products from a rival sport organisation

If one was to ask a fan of the Boca Juniors soccer team, 'Would you buy a River Plate replica shirt or apply for a River Plate credit card?' the answer is predictable. This line of questioning might even turn nasty if you continued with it. In the same vein, when Kevin Keegan (then manager of the Newcastle United soccer team) appeared in an English television advertisement for a breakfast cereal, sales of the product in Sunderland (great local rivals of Newcastle, their stadiums little more than 10 miles apart) reputedly fell dramatically. What does this tell us about sport marketing and the challenges it faces? Clearly, marketing products associated with one club or team probably means the product will be viewed as undesirable by rival fans. This implies that many sport organisations are likely to have strongly constrained and geographically defined marketplaces. For some, this is likely to restrict their development. For others, it may mean the marketing effort has to, for example, adopt an international focus or use a brand name and image completely different to that of the parent. With the possible exception of consumers who have strong national motives for buying products ('we only ever buy from producers in our home country'), this again sets sport and sport marketing apart from the marketing of other products.

■ Sport marketers face organisational obstacles to their acceptance

Sport is ultimately about individuals and teams engaging in a contest, it is not about the internal structure and competence of the organisations responsible for delivering sport products, at least not to fans and other customers. The problem is that some of the people working in sport appear to take a similar view. As such, marketing is an undeveloped activity in certain sports, so the competence of some sport marketers is questionable. Indeed, in certain cases, ex-players serve as the marketers. Although this is not in itself

a problem, it sometimes promotes a highly introspective agenda, meaning that clubs and teams continue to think more about the players and performers than they do about their customers. Thus, raising awareness of the need for and the components of sport marketing is an important step forward that many sport organisations need to take.

■ Sport organisations underestimate the power and value of their brands

Go to Barcelona and ask a fan, 'What does your soccer club mean to you?' and the fan will probably tell you it is a symbol of Catalan resistance, a statement against the centralised control of a Madrid-based government – a way of life. What this person is unlikely to say is that the Barcelona brand is a highly visible one with a good reputation that they trust implicitly to provide a high-quality sport product. This is *brand speak*; although some people are appalled at the reduction of 'their team' to little more than a brand, a commodity to be exploited, there is little doubt that names such as the *All Blacks* and *McLaren F1* are incredibly powerful, evoking images and responses amongst customers in a way that other brands simply fail to do (whether one's purchase of a box of soap powder can ever approach the emotion of watching your favourite team score a goal is not really open to discussion). There has been a consequent growth in the recognition that sports brands are highly valuable and can be used to generate new income streams for sports clubs. It would be easy to dismiss this as being exploitative, but sports organisations have to cover these somehow. But this needs to be set in the context of cultures where sports fans often react with suspicion and distain when faced with 'commercial exploitation' of sports brands. Balancing diverse interests is an important challenge for sport marketers, the loyalty of fans to their 'brands' strongly emphasising the ethical influences upon sport marketers.

■ Sport organisations can suffer from marketing myopia

The beauty and appeal of the sporting contest is one that probably attracted the people working within sport organisations and their customers to sport in the first place. But this can often blind both to the problems and frailties of the goods and services with which they are both sometimes associated. Therefore, addressing the specific nature of the sport product may sometimes be neglected. Added to this is the unswerving loyalty that many fans have to their team or their sport. Sport marketers may thus tend to be a little blasé when considering the scale of the marketing challenges they face. But, starkly of all, sport marketers can be myopic in the way they fail to account for the broader impact of leisure trends and, indeed, general market changes. As we have already stated, sport competes for the leisure pound, dollar, Euro or whatever, and sport marketers should embrace and respond to this notion if sport is to retain its appeal.

■ Sport organisations have a strange relationship with other organisations

Established associations with the 'on-field' contest stress the importance of aggression, strength, confrontation and battles. Without these characteristics, sport would be half as interesting. Think about some of the classic all-time sporting contests

and Senna, Ali and Frazier, Navratilova and Evert. The problem sport marketing currently faces is that many sport organisations have transferred the values of these contests into their off-field operations. In such cases, their cultures are characterised by secrecy, competitiveness and aggression. Clearly, this happens in other sectors as well, particularly when money and/or politics are involved. But where it is most tangible in sport is in the area of collaboration; that is, working in partnership with other organisations to create some sort of advantage for both. A good illustration of this is the relationships that often develop between sponsors and sponsees. Too often a sponsor will approach sponsee, negotiate a deal, the sponsee will then take the money on offer, the sponsor will get its name on, say, a team strip, and so the relationship ends. The sponsor becomes unhappy because they never really are able to secure the full advantages of such a relationship, and the sponsee gets locked into a series of short-term relationships, lurching from one sponsor to another without ever really addressing why. As both the academic literature and practitioners acknowledge, for 21st century organisations to be successful, they must collaborate to compete. Many sport organisations have yet to fully embrace this notion.

What is the down side to sport marketing?

Some commentators seem to think that sport marketing does not exist or that it is irrelevant, unnecessary, a fad or largely the domain of rampant capitalists more interested in money than sport. Think of your favourite World Cup or the joy of seeing your team win a battle with a fierce rival: Does sport really need marketing? Surely it markets itself? Alternatively, think about the NBA, the Ferrari F1 team or Real Madrid. These organisations have nothing to do with sport; they are money-making machines, aren't they? Such observations result in some people thinking that sport cannot be subjected to the same pressures as other organisations; that marketing is divisive, leading to the polarisation of sport organisations; that it is a waste of time and money; that it is nothing more than gloss and so lacks meaning and substance; and that it exploits clubs, players and fans, thereby polluting the purity of sport. Such views are somewhat outdated, inaccurate and inevitably do little to further the development of sport marketing. Moreover, they perpetuate a particular view of sport marketing that is often based more on myth than on reality. This book intends to address and rectify such a view. Sport marketing can be an activity in which large global corporations engage. But it can equally be something upon which grassroots sport organisations, government initiatives, less popular sports or even amateur sports focus their efforts – in some cases, to grow and prosper, and in other cases, simply to survive. In other words, sport marketing is about ensuring that sport remains popular and relevant to fans just as much as it is about making money.

Overview of the book

The book is organised around six themes into which chapters individually fall (Figure 1.1). The first theme (covering Chapters 1–3) establishes the nature of sport marketing and addresses some of the main contextual factors that influence how marketing is