

Successful Sport Management

Successful Sport Management

Second Edition

Edited by

Herb Appenzeller

Guy Lewis

Carolina Academic Press / Durham, North Carolina

Copyright © 2000
Herb Appenzeller and Guy Lewis
All Rights Reserved

ISBN 0-89089-661-5
LCCN 00-106586

Carolina Academic Press
700 Kent Street
Durham, North Carolina 27701
Telephone 919/489-7486
Fax 919/493-5668
E-mail: cap@cap-press.com
www.cap-press.com

Printed in the United States of America.

Contents

Acknowledgments	vii
Introduction	ix
Part 1 Human Resource Management	
Chapter 1 • Staff Recruitment, Selection, Retention and Termination <i>John Billing</i>	5
Chapter 2 • Time Management <i>William T. Brooks</i>	23
Chapter 3 • Stress: Costs and Benefits <i>Lynne Gaskin</i>	29
Chapter 4 • Sport Organization Leadership <i>David K. Scott</i>	41
Part 2 Program Management	
Chapter 5 • Scheduling for Intercollegiate Sports <i>John Swofford and Patricia M. Henry</i>	59
Chapter 6 • Financial Management of Sport <i>Nancy Lough</i>	71
Chapter 7 • Equipment Control <i>Dominic Morelli</i>	85
Chapter 8 • Sport Medicine Services <i>Jerald Hawkins</i>	99
Chapter 9 • Emergency Medical Services for Large Crowds <i>Chester Lloyd</i>	113
Part 3 Marketing Management	
Chapter 10 • Characteristics of Sport Marketing <i>Bernard Mullin</i>	127
Chapter 11 • Marketing Events and Services for Spectators <i>Frank Russo</i>	151
Chapter 12 • Fund Raising Strategies <i>Don Canham</i>	163
Chapter 13 • Ticket Sales Through Promotions <i>John Moore</i>	171

Chapter 14 • Internal Marketing: A More Effective Way To Sell Sport <i>Bernard Mullin</i>	181
Chapter 15 • Corporate Sponsorship of Sport <i>Nancy L. Lough</i>	199
Part 4 Media and Information Management	
Chapter 16 • Public Relations <i>Jeaneane Williams</i>	211
Chapter 17 • An Information-Based Approach to Marketing Sport <i>Bernard Mullin</i>	223
Chapter 18 • Technology for Sport Managers: Trends and Innovations <i>David Scott and Todd Seidler</i>	237
Part 5 Facility and Event Management	
Chapter 19 • Management of Joint Ventures and Spectator Facilities <i>James Oshust</i>	251
Chapter 20 • Event Management: A Practical Approach <i>David R. Maraghy</i>	265
Chapter 21 • Activity Centers <i>Geoffrey Miller</i>	279
Chapter 22 • The Facility Manager As Co-Promoter of Events <i>James Oshust</i>	291
Chapter 23 • Event Management: Tools of the Trade <i>Frank Russo</i>	299
Part 6 Legal Management	
Chapter 24 • Risk Assessment and Reduction <i>Herb Appenzeller</i>	313
Chapter 25 • A Safety and Legal Liability Self-Appraisal Instrument for Athletic Programs <i>Gary Rushing</i>	323
Chapter 26 • Contracting With Suppliers, Staff and Participants <i>Charles Lynch, Jr.</i>	344
Chapter 27 • The Law of Public Assembly Facilities <i>James Oshust</i>	349
Chapter 28 • The Americans with Disabilities Act and Sport Facilities <i>Gil Fried</i>	363
Chapter 29 • Safe Facilities: The Facility Risk Review <i>Todd Seidler</i>	377
Chapter 30 • An Overview of Player Contracts and Collective Bargaining Requirements for Professional Team Sports <i>Glenn Wong</i>	391
About the Authors	407
Index	413

Acknowledgments

The editors wish to express their gratitude to all who contributed to making *Successful Sport Management* available to the many professionals who work in the field. The contributing authors not only accepted and met deadlines but re-ordered personal schedules to give each chapter continuing attention as it was prepared for publication.

We appreciate the Lexis Company for giving us the rights to *Successful Sport Management*. We particularly want to thank Edwin Jackson for his assistance in our acquiring the rights to update and enhance the book with nine new chapters.

We thank Carolina Academic Press for permission to include two chapters from *Risk Management In Sport: Issues and Strategies* in this text. The chapters are Gil B. Fried's "The Americans with Disabilities Act and Sport Facilities" and David Maraghy's "Event Management: A Practical Approach."

Appreciation is due Dr. Keith Sipe, publisher of Carolina Academic Press for his vision and support in developing a series of sport management and sport law publications. We also want to express our gratitude to Kathy Kay who uses her expertise to make good books even better.

Finally, we thank Ann Terrill Appenzeller for her tireless work and counsel in every phase of the book. Her suggestions and advice and knowledge of sport management enhanced the editing of the book.

Introduction

Guy Lewis

Sport management has existed as an activity from at least the time of the ancient Greeks, reflecting the importance of sport in the lives of men. Sport management in modern times, however, has not developed professionally as rapidly as management in other industries, perhaps reflecting a continuing association in the public mind of sport with play and management with work. Effective operation of sport-related activities is, nevertheless, essential for the pleasure of players and spectators alike and for maintaining the cash flow that makes this pleasure possible. *Successful Sport Management* draws on the experience of twenty-five professionals to provide, in a single volume, a reference manual for all those whose responsibilities include management of sport and associated business. The key element in the development of a professional field is a body of knowledge, a literature rich both in volume and substance. While this volume is not a work in which the subject matters that make up the field of sport management are exhaustively described or perfectly integrated, it does highlight the substance of an increasingly important literature and hopefully, by so doing, contributes to the definition of the discipline of sport management.

Successful management is essential to all segments of the sport industry, professional or amateur, school or club, private or government at any level, community or individual. Whatever the location of the management function, the same basic requirements are present: namely, effective and efficient management of personnel, program, marketing, information, facilities and legal responsibilities. The six parts of this work are devoted to these topics. Selected general documents are included in the individual chapters to enable a manager to draw new elements from his or her operating philosophy.

With each part the chapters follow a logical order dictated by the management function. Part I, Human Resource Management, begins with a consideration of the contribution of recruitment and training to the development of an effective staff, continues with a discussion of time management, and concludes with techniques for dealing with stressful situations. Part 2, Program Management, covers development of program philosophy and objectives, the mechanics of scheduling, budgeting and financial management, equipment control and provision of medical services for teams and/or spectators. Part 3, Marketing Management, begins with a description of the characteristics of sport marketing and then suggests ways of marketing events, marketing services, raising funds, and increasing ticket sales through promotions, and focuses attention on internal marketing. In Part 4, Media and Information Management, the discussion of public relations is extended, the benefits of computer applications to sport management tasks are assessed and the impact of options in the use of technology is measured. Running

throughout this section is attention to the question of media relations. Part 5, Facility and Event Management, poses and answers questions concerning contractual arrangements among sponsoring agencies and host facilities, the philosophy of operating a public access facility, the management of individual events, and the internal ongoing management of activity centers. Part 6, Legal Management, provides an introduction to risk assessment and reduction, specific terms of contracting with participants, suppliers and staff, an individual chapter on team sport contracts and an overview of the law pertaining to public assembly facilities.

Those who choose to read *Successful Sport Management* as a single work rather than as a series of topical chapters will find that there is some material common to several of the chapters. This is inevitable, both because the chapters are intended as stand-alone units and because some principles of management are a constant from setting to setting. This measure of overlap also suggests, however, that professionals independent of each other in their day-to-day operations increasingly find common ground in defining the essential problems and strategies of sport management. The editors and authors hope that, as the body of information on sport management increases, the arrangement of that information can become increasingly precise through conferences and additional publications. When this happens, sport management will take its place as an appropriately recognized branch of the management field.