DEVELOPING SPORTS TOURISM

An *e*Guide for Destination Marketers and
Sports Events Planners

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1. Introduction

The tourism industry has started to recognize sport tourism, i.e. the experience of travel to engage in or view sport-related activities, as an important market. In order to compete in the growing sport tourism market, it is crucial for communities to develop a profound understanding of the benefits and impacts of sport tourism, of the process of bidding for events, possible sponsorship opportunities and other elements involved in the planning and hosting of a successful sport event.

This *e*Guide provides answers to six questions about sports tourism:

What is sport tourism?
Why has sport tourism become so popular?
What are the impacts of sport tourism?
What are the characteristics of sport tourists?
How do I host a sport event?
How can I attract sponsors?

2. What is sport tourism?

Sport tourism refers to the experience of travel to engage in or view sport-related activities. It is generally recognized that there are three types of sport tourism: Sport Event Tourism, Active Sport Tourism, and Nostalgia Sport Tourism.

2.1 What is sport event tourism?

Sports event tourism includes hallmark events such as the Olympic games and the World Cup soccer championships. In fact, both the World Cup in 1994 the Olympic games held in Atlanta in 1996 were actively promoted as a tourist attraction. During the buildup to World Cup 1994, it was estimated that the event would attract 50 million foreign visitors to the United States who would spend 100 billion (U.S.) dollars (Gibson, 1995). In addition to these major hallmark events, tournaments sponsored by the Ladies Professional Golf Association, World Tennis Association, and NCAA Men's Basketball Tournament are also part of this spectator-based sector of sport tourism. Similarly, tourism associated with professional sport teams and college football is part of this type of sport tourism. An often-overlooked example of this form of sport tourism is that of amateur sporting events. Events such as state high school championships, youth-oriented soccer tournaments, and non-profit community based sport events are just a few of the examples.

2.2 What is active sport tourism?

Those individuals who travel to participate in sporting events comprise the active sport tourism category. These participatory events can take on a wide variety of forms in a wide variety of sports. Golf, kayaking, tennis, fishing, snow-mobiling and surfing are just a few examples of the sports that people travel to participate in. One researcher has gone one step further and subdivides this type of sport tourism into "Activity participants" and "Hobbyists". Activity participants are those individuals who are amateur participants who travel to take part in

competitions in their chosen sport, while Hobbyists are those individuals who engage in sport related travel as a form of leisure.

2.3 What is nostalgia sport tourism?

Nostalgia sport tourism involves traveling to famous sport-related attractions. Visits to various sporting hall of fames such as the Women's College Basketball Hall of Fame in Knoxville, Tennessee and the Baseball Hall of Fame in Cooperstown, New York are good examples of these sport-related establishments. Furthermore, sports museums such as the NASCAR museum in Charlotte, North Carolina, and famous sport venues such as Lambeau Field in Green Bay, Wisconsin fall into this category.

3. Why has sport tourism become so popular?

Several conditions have aided in the increased popularity of sport-tourism. The main factors that have contributed to this growth are:

1. Economic forces
2. Technological innovations
3. Attitudinal and Value changes

3.1 What are economic forces that drive sport tourism?

In order for people to participate in any form of sport tourism, an adequate amount of money must be possessed. The affluence of families today has risen to new heights, mainly because of major changes in the type of jobs people are employed in, as well as how people work. Similarly, people are experiencing an increase in the amount of leisure time available for sport tourism activities. In general, the number of hours on the job has decreased significantly over the past century, particularly as the number of holidays has increased and improvements in technology have led to more disposable time for many people. Ultimately, for most Western societies the economic changes in recent history have increased the amount of time and money available to individuals, and have motivated them to engage in sport tourism activities.

3.2 What are technological innovations that influence its popularity?

Equally important in making it possible for sport tourism to expand to a more extensive cross section of the population are the recent innovations in technology. The best example of this new technology is illustrated by new methods in transportation. With the invention of automobiles and air travel in the past century, individuals have been able to move to various locations to take part in these sport tourism activities. Furthermore, with the creation of these new transportation methods, people began to require accommodations away from their homes. This led to the massive development of numerous hotels, inns, and motels. In addition to the crucial role that transportation and accommodation played in the increased popularity of sport tourism, new innovations in media technology also aided in the development. The press followed by radio and then television popularized spectator sport in particular. Lastly, the innovations in sport equipment production have also contributed to the development and the popularizing of sport.

Because of the wide range in technological innovations, the opening of travel and appeal of sport has greatly increased, allowing for the rapid expansion of sport tourism. More specifically,

increased access, expanded availability, and ease of participation have contributed to the increased rise in popularity of sport tourism.

3.3 What attitudinal and value changes have occurred?

It is widely recognized that in Western societies there has been a shift from work ethic values to values emphasizing leisure, hedonism, and self-realization. Stemming from this change, sport and sport values in general have a greater societal influence than before. An obvious example of this influence is how sport clothing has become fashionable in non-sport contexts. Illustrating this change, there has been rapid growth of commercial fitness clinics that appeal to consumers whose values are more hedonistic, individualistic, and cosmetic than most organized sports club members. Although achievement and competition remain meaningful for some, others see these characteristics as less desirable and simply want to practice a sport related activity for its own sake. This tendency has lowered the barrier to sports participation as people who would previously have considered sport as not being for them now seek to participate independently at their own level.

4. What are the impacts of sport tourism?

The sport tourism industry has few boundaries, although it primarily penetrates economic, environmental, and cultural areas.

4.1 What are the economic impacts of sport tourism?

Much of the research on event sport tourists has focused on their economic impact upon a host community, although measuring spending patterns is a difficult proposition. Tourism's economic impact is one of the most researched but least understood areas of tourism. Sport and tourism each contribute a great deal to the global economy and have become an element in the armory of politicians, planners and economists seeking to regenerate local economies. As a combination of the two, sport tourism has a significant economic impact. According to the World Trade Organization (1994), the total receipts from international inbound tourism in the United States "grew from $54 million in 1992 to $63.5 billion in 1993". Travel done exclusively for the purpose of attending or competing in an organized sporting event has been estimated as a $44 billion industry in the U.S. in 1999 (http://www.commerce.state.il.us/press/pr061200.htm). However, the exact impact of sport tourism is difficult to quantify. The availability of data and research both lag behind the market and it is difficult to measure the overall value of sport tourism. In addition, the industry is so expansive that it has caused problems for practitioners and academicians in determining the exact composition.

In addition to the economic impacts, event planners should also be aware of other potential effects. Some researchers suggest that event planners adopt a conservative estimate of the potential profit (economic impact) from the event, as the expense of organizing an event is frequently underestimated. A growing body of research indicates that there are both positive and negative impacts on a host community, especially at the national and international levels. Sport tourism must be considered a sector of some significance in the economy of many countries. Yet the economic benefits attributable to sport tourism has to be offset against the costs involved, and these are not limited to financial costs. Too often the economic impact of an event is over emphasized and cannot be accurately measured, while the potentially negative effect on

resident's quality of life is not even considered. Any benefits must be seen in the context of the cultural and environmental impacts involved. If sport tourism is developed for economic gain without regard to its other impacts, there is a very real danger that its true costs will greatly exceed its economic value. Events and their purpose-made facilities, from local to global, can leave debts, displace homes and jobs, and damage the environment, but they can also generate numerous jobs and substantial income.

4.2 What are its socio-cultural impacts?

Sport tourism inevitably affects more than the economy; tourists by their presence impact on the host population and, at least in some regards, hosts have an effect on their visitors. The trend to increase sport touristic experiences and to provide them in faraway, often very different cultures simply increases the importance of addressing both the potential positive and the negative socio-cultural impacts of sport tourism.

- *What are the potential positive impacts of sport tourism on culture?*

1. Sport tourism can strengthen national heritage, identity, and community spirit as local people join together to promote their culture.
2. Sport tourism can provide a vehicle through which visitors can come to know foreign people and their culture.
3. Sport tourism can instigate the regeneration and preservation of cultural traditions.

- *What are the potential negative impacts of sport tourism on culture?*

1. The attraction of more profitable sport touristic employment opportunities can erode traditional communities and adversely affect the balance of a local economy.
2. Sport tourism can contribute to the loss of cultural identity and heritage.
3. Sport tourism can bring about modifications to cultural experiences to accommodate tourism.
4. Sport tourism can lead to crowd disorder at events.
5. Excessive violence can be related to sport tourism.
6. Sport tourism can contribute to tensions between hosts and visitors.

4.3 What are the environmental impacts?

The issue of the impact of sport tourism on natural resources is becoming more pertinent as the popularity of this type of vacation increases. Different aspects of outdoor sports can damage the environment. In the first place, the activities and sportists themselves can have a negative influence:

- Mountain bikers can damage plants and soil
- The noise and light from speedboats and rally cars can rout animals
- Campers, hikers, and boaters can dump rubbish in parks and streams.
- Boat anchors and divers feet and hands can damage underwater coral.

Furthermore, there is the use of land, unspoiled acreage, by the infrastructure and the preparation of regions for sport tourist activities, such as the constructing of ski slopes and golf courses. Often, this results in a higher accessibility of formerly unspoiled areas. Another aspect is the

equipment necessary for practicing a sport. The construction as well as the use and the maintenance of this equipment (e.g., boats) can cause environmental inconvenience and damage. In addition, there is energy consumption and pollution of vehicles transporting outdoor sports participants to and from their activities. Peripheral activities like car parking and eating and drinking after or during the main activities add significantly to the pressure on the environment, often resulting in a need for extra infrastructure, transport facilities, and services. Finally, the social conflicts between recreation enthusiasts and the local population and between different sport groups can have negative effects on the environment by concentrating pressure into certain areas.

4.4 What are general benefits of sport tourism?

- Sports are an investment in the tourism industry.
- Creates economic growth through filled hotels, restaurants and retail establishments.
- Creates exposure and enhances a positive image for your community.
- Creates new product, a new tourism destination.
- Maximizes facility use in your community.
- Builds community relationships and strengthens corporate support.
- Creates youth opportunity/entertainment.
- Attract high-yield visitors, especially repeaters.
- Generate favorable image for the destination.
- Develop new infrastructure.
- Use the media to extend the normal communications reach.
- Generate increased rate of tourism growth or a higher demand plateau.
- Improve the organizational, marketing, and bidding capability of the community.
- Secure a financial legacy for management of new sport facilities.
- Increase community support for sport and sport-events.

5. What are the characteristics of sport tourists?

A prevailing stereotype is that Americans are obsessed with sport, fitness, and exercise. However, in reality if the actual participation rates in any form of moderate physical activity are examined, very few Americans are involved on a regular basis.

The Surgeon Generals Report on Physical Activity and Health released on July 11, 1996 found hat less than 20 % of Americans are “sufficiently active”, 60% of Americans are not regularly active, and 25% of Americans are not active at all. Some researchers suggest that “media attention to health and fitness has tended to exaggerate the extent of regular participation“. Several studies since the mid-1980’s confirm this contention.

5.1 What are general characteristics of sports events travelers in the United States?

Information published by the Travel Industry Association of America indicates that:

- U.S. resident travel has increased significantly in volume during the 1990's. In addition, Americans have been taking a much wider variety of trips than in earlier decades. Sport event-related travel has been growing in popularity.
- Two-fifths of U.S. adults are sport event travelers. In the past five years, 75.3 million U.S. adults attended an organized sports events, competition or tournament as either a spectator or as a participant while on a trip of 50 miles or more, one-way, away from home.
- Men outnumber women as sports event travelers. Forty-five percent of men (42.7 million) and 31 percent of women (32.6 million) attended sports events while traveling in the past five years.
- Baseball leads as the most preferred sports event during travel, followed by football, basketball and auto/truck racing. Men and women report similar preferences in these activities.
- Professional and amateur sports events are attended equally while traveling. Among amateur events, high school and college sports are most popular.
- Attending the sports event is the primary purpose of trip for most sports event travelers (76%).
- Most sports event travelers are spectators (84%). One-fourth of all sports event travelers attended events to watch their children or grandchildren play.
- Two out of five sports event travelers made a special purchase of sports equipment or clothes for their trip, spending an average of $119 each.
- Attending sports events ranks 10th as a trip activity. Six percent of all 1997 U.S. resident person-trips (60 million) included sports events as a trip activity.
- Summer is generally the most popular season for sports events travel. "Sports events only" travelers (i.e., participating in no other trip activities) and the lowest spending group of sports events travelers (i.e., those spending less than $100 per trip), however, show a slight preference for the Fall.
- Most sports event travelers are on pleasure trips (78%), usually focused on entertainment and outdoor recreation. "Multi-activity" travelers (i.e., those enjoying other trip activities in addition to sporting events) are more likely to be visiting friends and relatives, while those in the highest spending category ($500 or more), are more likely to be traveling on business.
- Most sports events travelers drive to their destinations, as is true for U.S. travelers overall. Air travel is more common among multi-activity travelers, and among those spending $500 or more per trip.
- The average party size of sports events travelers is similar to all U.S. travelers, but a higher percentage of sports events parties have children (30% vs. 21%).
- Most sports event travelers stay overnight in a hotel, motel, or bed and breakfast (52%). Although a higher percentage stay in hotel/motel/B&B, sports events travelers average fewer nights in the hotel than do U.S. travelers overall. Multi-activity travelers and those in the highest spending category are most likely to stay at a hotel/motel/B&B and report longer trips, on average. Sports event only travelers and those in the lowest spending group are much more likely to travel just for the day.
- Sports events traveler spending is similar to the spending done by all U.S. travelers. Multi-activity travelers spend more than sports event only travelers ($615 vs. $235, means).

- Similar to all U.S. travel, the largest share of sports event travelers come from and go to the South census region. Sports event travelers, however, are more likely than all U.S. travelers to originate from and travel to the Midwest census region.
- Sports event travelers are generally younger than total U.S. travelers. They are also more likely to have children and be employed full-time. Sports events only travelers are more likely than multi-activity travelers to be married and have children.
- Sports events travelers like all travelers, are most likely from the Parents Lifestage. Coinciding with the higher share of children, sports event travelers, and especially sports event only travelers, are more likely than other travelers to be in the Parents Lifestage.

In contrast, a study conducted by the National Laboratory for Tourism and *e*Commerce and sponsored by the Illinois Bureau of Tourism has found that sport fans attending events in the Midwest tend to spend more mainly because they travel in larger groups, enjoying the outing with family or friends whether attending a professional, minor-league, collegiate or youth event, and stay longer. More specifically:

- The typical group attending a sporting event averaged 4.4 people, compared with 3.1 persons for the usual leisure trip in the Midwest.
- Also, more than half (52 percent) of sports travelers stayed in hotels when they stayed overnight, while only about 30 percent were day travelers and 13 percent stayed in private homes.
- More than half (55 percent) of sports travelers said the relative attractiveness of a host community had little to moderate effect on their decision to attend a sporting event. The key factor was the quality of the sporting experience, suggesting that any community has a chance to compete in this arena.
- Of all the states in the Midwest, Illinois is the first that comes to mind for a sports-related trip. Nearly 54 percent cited Illinois as the first state that came to mind for either attending or participating in a sports-related event.
- Sports travelers tend to spend the most on lodging, followed by meals, transportation, entertainment, and shopping.
- Almost half of all trips planned around a sporting event (49.6 percent) were two to four days in length.
- More than half (58 percent) indicated they were somewhat to extremely likely to return to a destination of a sports event again on a leisure trip.

5.2 What are the characteristics of active sport tourists?

- More likely to be male
- Affluent individuals
- College educated
- Willing to travel long distances to participate in their favorite sports
- Likely to engage in active sport tourism well into retirement
- Tend to engage in repeat activity (i.e., not a “one-off” vacation)

Although, it must be noted that the profile of sport tourists most likely changes from event to event.

5.3 What are the characteristics of passive sport tourists?

Profiling the sport fan is not straightforward. "Fans" vary by sport and, in overall intensity, by individual. Nonetheless, over the years several studies have attempted to provide a portrait of the sport fan. Simmons Market Research, for example, annually offers rich demographic and media-habits profiles of consumers in their *Sport and Leisure* report. However, most of the syndicated research like Simmons focuses on general sport consumer profiles and does not focus on fans per se. Perhaps the study that came closest to profiling the sport fan was the *Miller Lite Report* conducted in 1986. This report calculated a "SportFan Index" based upon the frequency of watching, listening, reading, or talking about sport. One study conducted in 1995 attempted to build a "sportfan index" similar to the 1986 *Miller Lite Report* (Milne & McDonald, 1999). The study was based upon 1367 responses from a national mail survey of sport enthusiasts. As part of this survey, a set of questions similar to those in the *Miller Lite* survey was asked.

The study reports the percentage of fans that watched, listened to, read, or talked about sport every day or almost every day. The results of the study found that high-level fans were more likely to do these activities than the medium or low-level fans. In terms of reading or watching sports news everyday, high-level fans were more than twice as likely to do so as compared to low-level fans.

The demographic profile varied as well. Males were disproportionately more likely to be medium and high level fans. For example, while the total number of respondents answering the questions included 75.5% males, 85% of the high-level fans were males. In contrast, females were disproportionately more likely to be classified as low-level fans; females represented 24.5% of the total respondents, yet they comprised 38.2% of the low-level fan segment.

The study also showed that the level of interest in sport does not vary much by educational level. Education has the potential to create highly vested fans, however, because these individuals are more likely to do more reading in general, which may translate to reading more about sport. The study also showed that people over the age of 55 are less likely to be included in the high-fan level than the low and medium levels.

5.4 Why is it important to gather information about sport tourists?

The marketing concept asserts that the key to achieving organizational goals consists in determining the needs and wants of target markets and delivering the desired satisfaction more effectively and more efficiently than competitors. The more you learn about who sport-tourists are, where they are coming from and their motives and expectations for their visit, the better one can plan events and services.

Intensive market analysis and research into people's tastes, preferences and attitudes are now the backbone of market planning. Market research is the tool for listening to customers. Before organizations can offer new events, they must understand what sport-tourists need, how they think, and what their questions are. Much of the marketing research process therefore aims to get close to the customer, thereby permitting the organization to understand the customer's perspective and needs.

Marketing a sporting event requires a knowledge of who the potential sport-tourists are, what types of services and what they expect to get out of the experience itself. Keeping in touch with the marketplace requires regular assessment of customers, of customer needs and the relevant competitors in the environment. Just as any business must first define its competitive environment, an organization planning a sporting event must decide who its appropriate audience is and what services and goods that audience seeks. Marketing is fundamentally a process of supplying these products to meet a determined demand.

5.5 How can information about sport tourists be captured?

Sport marketing research is focused on information needed for planning the future, attempting to discover a problem or a root of a problem, developing solutions, and informing decisions on product development or improvement, pricing, and promotional strategies. Hence, the type of research designed is based on the information needed.

The individuals from which information is solicited will depend upon the type of information that is desired. There are two potential groups of people from which information can be gathered. If a general understanding of sport enthusiasts is desired, then information from a more general sample of the public may be the best alternative. If the interests and characteristics of fans for a specific sporting event are desired, then approaching individuals at a similar event will be necessary.

For more information about conducting a survey among sport event travelers, please, refer to the "Conducting a Survey" eGuide published by the National Laboratory for Tourism and *e*Commerce.

6. How do I host a sport event?

If your community or organization does not own the rights to an event you would like to host, you may seek the rights from the event owner. You may be asked to apply for the rights via a bid (proposal) process.

A bid outlines the steps you intend to take and the services you plan to provide to successfully stage the event. The event rights holder may have a bid packet with specific requirements or information that must be addressed to their satisfaction in order to win the rights. If the event holder does not have a bid packet, you will want to develop a proposal that highlights key operational areas and resources that your community will employ to ensure a successful event.

First you must obtain all proper forms or minimum requirements to be addressed from the events rights holder. Develop a strategic plan to secure and compile necessary information in a timely manner. The bid is the initial commitment you are making on behalf of your community to the event rights holder. It must accurately represent the community's resources, as many of the elements requested are vital to ensure the success of the event. If a community does not have a specific resource to meet the event requirements, information on how those requirements can be met must be included.

The preparation of a formal bid and its presentation is the most important thing a community or organization can do to win the rights to host an event. The bid should be imaginative as well as comprehensive. Each page should reveal the commitment that the community and organization are undertaking.

6.1 What has to be considered when selecting and attracting existing sporting events?

- Believe it can be done and it will be worth the effort
- Obtain general community support for process and cost of the effort
- Assign/accept responsibility for overseeing the bid process
- Determine/get agreement with community for event hosting objectives
- Conduct a detailed facility/event resource inventory
- Assess potential financial support
- Gather information and develop relationships with event rights holders
- Promote your community to the sports industry
- Create a list of sport and event targets
- Match information gathered on your community to the event requirements
- Continue promotional efforts based on the targets
- Request bid information
- Determine primary competition
- Prepare bid packages
- Complete bid process
- Accept sophistication of process and the fact you can't win them all

6.2 How can I create a proprietary sports event?

- Assess/determine reason for creating event
- Determine responsibility for managing process
- Survey existing infrastructure resources
- Determine schedule availability/facility availability
- Determine local demographics/special interests
- Tentatively decide on possible events
- Be creative
- Review sport/governing body requirements
- Select events
- Develop event organization
- Create a first year event operating plan
- Create a tentative 5 year event plan
- Conduct the event
- Conduct a post-review
- Revise plans as necessary

6.3 What are tips for producing sports events?

- Understand what has been committed to in the event bid/acquisition process
- Have a "vision" of what you want the event to look like
- Keep focus on essentials of the event
- Understand the "life cycle" of the event – particularly as it relates to staffing
- Develop an expense budget only after "worst case" income budget is developed
- Remember that cost and expense controls are as important as income generation
- Understand the importance of event operations
- Perform extensive "what if" analyses/time line planning exercises
- Minimize downside risks
- Determine the proper size of your event
- Reduce all agreements to writing
- Seek primary support from those who will directly benefit from the event
- Develop specific marketing programs for each potential support constituency
- Focus on "value-in-kind" opportunities
- Develop non-traditional support resources
- Exploit cooperative or donated means of advertising the event
- Plan event shutdown from beginning

6.4 What is the National Association of Sports Commissions?

The National Association of Sports Commissions (NASC) is a membership organization that was founded to provide a communication network among and between sports commissions and event rights holders that increases access to sports events information. The NASC educates members in the areas of sports marketing and fundraising, enriches the quality of member's sports events and promotes the value of sports commissions in their own community and within the sports industry.

The NASC acts as an information clearinghouse for America's public and private sector sports commissions, plus related groups such as national governing bodies, event rights holders, sports marketing firms and other providers of equipment and services to the sports commission industry. With its extensive and growing network, the NASC works to play a pivotal role in gaining stronger community support for and more professional organization of, amateur and other sports activities across the United States.

The NASC has created a database of events, available only to NASC members. It is designed to help NASC members match their community needs with existing events and to assist members in contacting events rights holders. To find out more about the NASC contact:

National Association of Sports Commissions
300 Main Street
First Floor
Cincinnati, OH 45202
513-651-3999 Telephone
513-651-1374 Fax
nasc@sportscommissions.org

7. How can I attract sponsors?

Developing a strategic plan for identifying and securing support is among the first issues needed to be addressed, both for the organization and the events they will execute.

While developing the strategic plan, the planning group should keep in mind that to sponsors the group and their events are communication vehicles for relaying a message. The message may be the relationships between the sponsor and their products and such things as community support, corporate citizenship, users of sponsor product, image, and exposure.

Another key element is to remember that a sponsorship is interdependent. While the planning group and event receives financial benefits, the sponsors will receive tangible and intangible benefits as well. Additional ideas should be considered to create value added advertising and promotion opportunities that can be done with the sponsors.

The planning group may also consider umbrella sponsorships that will provide sponsors with specific rights to all events the planning group executes as well as on a per event basis. Be careful not to get caught up in cash sponsorships. Often, in-kind goods or services and discounts can be budget relieving for an event.

Once you have developed a strategic plan, create a general sponsorship kit to use as the framework for the planning group and the events. Most sponsorship kits include some form of the following:

- Letter of introduction on event and request to set up initial meeting
- Background piece on event
- Fact sheet on event
- Dates of sponsorship
- Various levels of sponsorship opportunities
- Examples of past events (statistics, return on investment facts, testimonials)

To assist the planning group in developing an inventory of potential sponsorship opportunities, start a checklist. Begin by listing information about the planning group, including mission statement, goals and executive bios.

Then create an overall list of events the commission will be executing including the key contact names, location, size of event, age range of participants, nature of the organization and any affiliations the event may have with local, state, national or international bodies.

As you being to create inventories for a specific event, define the nature of the event, competitive purposes, financial (or other) objectives, specific site(s), total number of participants, officials, volunteers and spectators expected and, if possible, a brief history of the event.

This exercise will help you see patterns for overall sponsorship opportunities as well as event specific. You may see that out of ten events you will host, eight are for youth programs with

similar demographics. That knowledge will allow you to refine your sponsor target list to companies and products that are interested in youth demographics.

7.1 What are possible areas suitable for sponsorship?
Consider the following areas for potential sponsorship (cash and in-kind) opportunities. Once you have created a checklist, target companies or areas of sponsorship.

Sample checklists:

Transportation
- Providers: Airline, bus, rail, and car companies
- Highway and local maps
- Campgrounds
- Shuttle service/taxis
- Local limo, car, van, truck rental agencies
- RV, trailer rental agencies
- On-site vehicles (golf carts)
- Local tour companies
- Travel agents
- Parking/valet services vendor
- Parking areas
- Parking passes (stickers, cards, etc.)
- Assistance vehicles (towing, locksmiths, golf carts)
- Parking equipment (reflector bibs, lights, cones, ropes)
- Transportation/parking signage
- Attendant kiosks, trailers
- Communications (radios, PA system)
- Attendant uniforms

Accommodations
- Providers: hotels, motels, campgrounds, RV parks
- Hospitality suites
- Media centers
- Business centers
- Administrative offices
- Staff (rooms or loan of temporary staff)
- Closed circuit TV (many hotels have closed circuit TV, ask them to run event promos)
- Babysitting
- Recreation facilities
- Parking
- Banquet space
- Equipment
- Registration pieces

Special Events

- Individual days throughout the event
- Opening/closing ceremonies
- Hospitality suites
- Groups (officials, volunteers, hosts, interpreters)
- Banquets/receptions/meals
- Social occasions
- Pro-Am events
- Seating areas
- Intermissions
- Entertainment

Competition Equipment

- Public address/sound system
- Communications (radios, beepers, intercoms, phones)
- Score/record keeping
- Timing
- Lighting
- Fencing/crowd control
- Sanitation services (port-a-potties)
- Signs
- Portable buildings

Emergency

- Security (staffing, fencing, planning)
- Tow trucks
- First Aid Station
- Ambulance
- Weather
- Equipment repairs
- Tenting
- Medical services
- Legal services
- Signage
- Insurance

Special Services

- Janitorial
- Site maintenance
- Garbage/litter removal
- Laundry
- Seamstress/tailor
- Couriers
- Stage hands

- Lighting/sound technicians

Printing
- Stationary (letterhead, second sheets, business cards, computer paper)
- Registration forms
- Office forms
- Media kits
- Sponsorship kits
- Credentials
- Collateral (stickers, signs, name badges)
- Event tickets
- Brochures
- Programs
- Maps
- Posters

7.2 What has to be considered when looking for sponsors?
The following checklists can assist you in your effort to attract sponsorship for sporting events.

Checklist One

Goal – Conduct a comprehensive needs assessment/feasibility study to determine role and scope of potential sponsors.

- ❑ Determine from all stakeholders whether the sponsorship is required and appropriate for the event.
- ❑ Conduct written and oral interviews to determine level of interest in sponsorship internally and externally.
- ❑ Define the level of sponsorship specifically for requirements of the event.
- ❑ Analyze the time frame available for sponsorship decisions and confirm appropriateness.
- ❑ Audit competition to determine strengths, weaknesses, opportunities and threats.

Checklist Two

Goal – Develop a comprehensive event sponsorship marketing plan.

- ❑ Audit the internal and external stakeholders to develop a comprehensive event sponsorship strategic plan.
- ❑ Include a mission and vision statement in the plan and focus on results.
- ❑ Incorporate a reasonable time line for implementation and evaluation of the plan.
- ❑ Identify the key individuals responsible for implementing the plan and clearly define their role and scope.
- ❑ Invite two or more experts in event sponsorship to serve as critical friends and review the plan and provide feedback before implementation.

Checklist Three

Goal –Identify prospective and qualified individuals and organizations as event sponsors.

- Audit internally to identify referrals for prospective sponsors.
- Audit externally through journals, periodicals, and referrals to identify prospective sponsors.
- Qualify sponsors through research.
- Match your event resources to the value perceived by the prospective sponsor.
- Accept "Yes" for an answer. Use objections and turn-downs as a catalyst to learn how to more quickly satisfy a prospective sponsor's needs or identify other prospective and more qualified sponsors.

Checklist Four

Goal – Create effective event sponsorship proposals.

- Include an overview paragraph describing the proposed event, managing organization and those who will benefit.
- Detail the event facts and history.
- Describe the demographics and psychographics of the event participants and spectators.
- Describe the specific benefits available to the sponsor.
- List the sponsorship fee and include any costs not included.
- Summarize your proposal by reviewing the target market, the benefactors and the benefits or opportunities that will accrue to the sponsor.

Checklist Five

Goal – Develop effective financial plan for sponsorship revenue.

- Determine the amount of sponsorship revenue required for the event.
- Identify all fixed and variable costs relative to sponsorship solicitation, negotiation, implementation, and evaluation.
- Determine the margin of retained earnings required from sponsorship.
- Utilize a certified public accountant and organization's chief financial officer to review the chart of accounts and to provide counsel.
- Adjust and correct financial plan as sponsorship plan is implemented.

Checklist Six

Goal – Understand and abide by all laws and regulations governing sponsorship.

- Determine if the organization sponsoring the event is for profit or not-for-profit.
- If the event organization is not-for-profit make certain that the money received for sponsorship is not for services rendered such as product advertising and promotion. This income will be taxed at the corporate rate.

- ❑ Engage a certified public accountant familiar with not-for-profit organizations to advise you when preparing event sponsorship agreements.
- ❑ Utilize legal counsel to review all sponsorship agreements prior to distribution and execution.
- ❑ Review periodicals such as Event World and Sponsorship Report for changes in the legal status of sponsorships.

Checklist Seven

Goal – Conduct effective sponsorship negotiations.

- ❑ Plan to negotiate each event sponsorship.
- ❑ Determine which event sponsorship items are negotiable and which are non-negotiable.
- ❑ Hold the negotiations in a neutral location.
- ❑ Be prepared to walk away and restore negotiations later.
- ❑ Leave the door open for ongoing dialogue and referrals.

Checklist Eight

Goal – Create system for monitoring and improving sponsorship service delivery.

- ❑ Assign one or more qualified persons the task of managing each or multiple sponsorships.
- ❑ Set clear measurable objectives and reasonable time lines for each sponsorship.
- ❑ Gain event sponsor confirmation and approval of measurement techniques.
- ❑ Budget to provide added value for each sponsorship.
- ❑ Establish policies and procedures for implementation and evaluation of event sponsorship program.

Checklist Nine

Goal – Create event sponsorship agreements.

- ❑ List the legal parties responsible for executing the agreement.
- ❑ Define the category description and exclusively status.
- ❑ Describe performance responsibilities for each party.
- ❑ Define the date(s) and time(s) of the event being sponsored.
- ❑ Describe the precise location(s) of the event being sponsored.
- ❑ Define the financial obligations of each party.
- ❑ Define the terms of payment including provisions for late or early payment.
- ❑ Outline the procedures and responsibilities for risk management including insurance, bonds, permits and other licenses.
- ❑ Define trademark/logo usage and determine time frame for use.
- ❑ List the expiration date of the event sponsorship offer.
- ❑ Define the official signers who will execute the agreement.
- ❑ List the date when the document was jointly executed.
- ❑ Describe provisions for cancellation by either party and subsequent penalties.
- ❑ Describe arbitration procedures and how they will be implemented.
- ❑ Include an “act of god” provision.

Checklist Ten

Goal – Evaluate and analyze all sponsorship activities.

- Conduct a focus group with sponsor's key stakeholders to develop the measurement methodology.
- Select the methodology that will present the sponsor with the most comprehensive data.
- Implement the evaluation by first using a pilot test to check the validity.
- Analyze the data and present comparable data from past or similar events.
- Present the data to the sponsor in language and format they require.

7.3 How can a venue inventory be created?

Sponsors as well as event rights holders receive offers from various communities and want to be provided with a comprehensive overview of the community's ability to host an event. Also, they need to base their commitment on solid estimates of the drawing power of an event. Thus, communities are encouraged to assess their sports-related venues and develop a local venue inventory.

1. List the total number of facilities in your community that may be available to host a sports-related event.

2. Estimate, as accurately as possible, the number of individuals who use these facilities annually.

3. Assess the drawing power (location of people who visit the facility) of each venue: National/International; Regional (within 500 miles), Local (within 90 miles).

4. Assess the quality of the facilities: Excellent; Good; Fair; Poor.

5. List the events each venue held in the past and which events are currently held.

6. Assess the capacity and willingness of the venues to hold additional events.

7. Determine the capacity of the venues (seating, lighting, restrooms, concession stands etc.), their additional amenities (e.g. media facilities), their accessibility (e.g. transportation and parking) and the surrounding tourism infrastructure.

8. List current sponsors of the venue and determine its ability to attract future sponsors based on the points described above.

8. RESOURCES

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Suggested Readings

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Websites

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http://www.sportscommissions.org/

Sport and Tourism Division, Department of Industry, Science and Resources (Australia)
http://www.isr.gov.au/sport_tourism/

Sports Tourism International Council
http://www.sportquest.com/tourism/