

INTERNATIONAL SPORT MARKETING: PRACTICAL AND FUTURE IMPLICATION

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Abstract: The principles and tools of sport marketing represent the essential knowledge sport managers require in order to position their sport, association, club, team, player, code or event in the highly competitive sport market. This article explains the principles and tools of marketing sport organisations, marketing mix, tourist orientation, segmentation strategy, communication mix and framework for targeted sport event packaging. The purpose of this article is to introduce the core philosophy and process of sport marketing. It will introduce some basic marketing concepts, and will outline the Sport Marketing Framework.

Keywords: sport marketing; marketing mix; tourist orientation; segmentation strategy; communication mix; framework for targeted sport event packaging.

INTRODUCTION

The term 'marketing' tends to be used in a variety of ways. Some think of marketing as the use of advertising, publicity and personal selling techniques to make others aware of a product, or to attract more consumers to buy it. However, marketing is much more comprehensive than this narrow interpretation. Put simply, marketing means to be focused on satisfying the needs of customers or consumers. In turn, this means that sport marketing is focused on meeting the needs of sport customers or consumers, including people involved in playing sport, watching or listening to sport programmes, buying merchandise, collecting memorabilia, buying sporting

goods like clothing and shoes, or even surfing a sport-related website to find out the latest about their favourite team, player or event. The terms 'consumer' and 'customer' are used throughout this text. A sport consumer is someone who generally uses sport products or services. A sport customer is someone who pays for the use of a specific product or service. It is legitimate to use the terms interchangeably to refer to those people who use and pay for sport products and services. (Smith, 2008)

Design/methodology/approach

The aim of the paper is to provide practical implications and research avenues for those seeking to further investigate international sport

marketing as a unique area of academic research. The introduction to the paper focuses on the importance of sport to the global economy and how entrepreneurship is ingrained in many sport businesses and organizations. Next, different areas of international business management that relate to entrepreneurial sport marketing ventures are discussed in terms of future research directions and practical implications. These include how entrepreneurial sport ventures affect internationalization, frame work for targeted sport event packaging, tourism orientation, communication mix, marketing mix and segmentation strategy.

Marketing mix elements for sports events, experiential & facilitating components

The term 'sports marketing' was first used in the United States by the Advertising Age in 1978. Since then it has been used to describe a variety of activities associated with sports promotion. Two distinct streams exist within the broad concept of sports marketing: marketing 'of' sport, and marketing 'through' sport. Seaman (2020)

Marketing 'of' sport

This refers to the use of marketing mix variables to communicate the benefits of sports participation and spectatorship to potential consumers. Ultimately, the goal is to ensure the ongoing survival of the sport in rapidly changing environmental circumstances. This aspect of marketing has only

recently developed in sporting organizations. Survival depends largely on the principal purpose of the sporting organization. National sporting organizations predominantly associated with elite-level professional sporting competitions will be striving to develop their marketing mix to ensure that the sports product is attractive as a form of live entertainment and live broadcast through television, the internet, and other mobile outlets. Sports-governing bodies will also be responsible for ensuring that participation in their sport remains healthy. Participants are the lifeblood of sport, as they become the next generation of champions and spectators. (Seaman, 2020)

Marketing 'through' sport

Sponsorship of sport by firms is an example of marketing 'through' sport. Large corporations use sport as a vehicle to promote and advertise their products, usually to specifically identifiable demographic markets known to follow a particular sport. Sports with significant television time are very attractive to firms seeking to promote their products through an association with the sport. Developing licensing programs is another example of marketing through sport. Typically, major companies such as Tip Top (bread) or Coca-Cola pay for the right to use a sports logo to place on their products to stimulate sales. (Seaman, 2020)

Definition

Given these perspectives, and information about marketing in general,

the following definition of sports marketing is offered:

Sports marketing is a social and managerial process by which the sports manager seeks to obtain what sporting organizations need and want through creating and exchanging products and value with others. The exchange of value with others recognizes the importance of the sports consumer. (Seaman, 2020).

Traditionally been described as the company's marketing mix which normally comprises the 4Ps of product, price, promotion, and place. Product decisions refer to choices that are made regarding the products/services and benefits that are going to be offered to a particular customer group. Price refers to all the decisions that are made regarding the different price points used for products in the company's range as well as all those decisions regarding the raising or reducing of prices in response to competitor activity and consumer demand. The breadth of promotional activity that can be carried out by an organization is such that it has been labeled the promotions mix, a large and significant subset of the marketing mix. Decisions that are made regarding Facebook and Twitter campaigns, sponsorship, radio advertising, and so on are all constituent elements of a promotional mix. Place refers to distribution activity, that is, the processes by which products and services are delivered to customers. It entails decisions regarding which channels to use, for example selling online versus through retail stores, as

well as the processes by which goods are physically moved from factories to shops. Finally, several other Ps have also been identified that can be considered as part of the marketing mix. These include people, process, and physical evidence which are particularly relevant in the case of services industries. (Fahy & Jobber, 2019)

one of the most popular forms of experiential marketing has been the increased association of brands with events like rock concerts and music festivals. This allows marketers to use relevant ways of communicating with audiences for such events, such as through social media and word-of-mouth marketing. The Guinness brand has been associated with the Witness music festival in Ireland, where even the altered spelling of the word 'witness' highlighted the Guinness association. Pre-publicity for the event also featured a play on the idea of a witness. Consumers and the media joined in a search for clues and were invited to participate in the discovery of Witness. This generated huge publicity about the event and the various acts that would be performed there. Because the target audience was considered to be marketing literate and cynical about corporate marketing efforts, this approach was more subtle and gave consumers a feeling of ownership and involvement with the event. (Fahy & Jobber, 2019)

Experiential marketing involves the marketing of a product or service through an experience, such that the

customer becomes emotionally involved with the object of the experience (Mathurs, 1971). A well-designed experience engages the consumer, becomes memorable, and allows for a free interpretation as it is non-partisan (Hoch, 2002) and leads to strong beliefs and attitudes towards the product or service (Klein, 2003). In contrast to traditional marketing which focuses on gaining customer satisfaction, experiential marketing creates emotional attachment (McCole, 2004). Zaltman (2003) explains that the sensory or emotional elements of a total experience have a greater impact on shaping consumer preferences than the attributes of a product or service. The benefits of a positive experience include the value it provides to the consumer (Babin, Darden, & Griffin, 1994; Holbrook, 1999) and the potential for building loyalty (Gobe & Zyman, 2001; Pine & Gilmore, 1998). To achieve success, an experience should include personal relevance, novelty, surprise, learning, and engagement (Poullsson & Kale, 2004)(Luo, Chen, Ching, & Liu, 2011)

Experiential marketing events can be defined in several ways. Although Kotler's (2003) definition, "occurrences designed to communicate particular messages to target audiences" (p. 576), is, perhaps, overly broad, it does encapsulate the communications potential of events. Other possible definitions are:

- Any event that helps market a product/service, idea, place, or person.
- Any event that communicates with a target audience.
- Any event which has the potential to communicate.

As these demonstrate, in defining a marketing event, it becomes clear that all events can be seen as (or more importantly used as) "marketing" events. An event is a live "occurrence" with an audience. If an audience exists, then a message or experience is being shared, transmitted, and generated and, therefore, all events can potentially communicate something. However, to be able to usefully develop event marketing theory, it is necessary to limit the type of events to those that are created primarily for marketing purposes. This, therefore, excludes events that exist for some other purpose but are used later for marketing (i.e., sponsorship of pre-developed events) or events that may have some marketing application but are primarily developed for other reasons (e.g., community festivals). The well-known experiential marketing agency, Jack Morton Worldwide (2006), provides a useful working definition of marketing events. "Live events where audiences interact with a product or brand face to face."(Wood, 2009)

Experiential events can generate short-term impact but also build longer-term changes in attitude and belief (Sneath et al., 2005); therefore, as with any aspect of strategy, it is necessary to

measure and evaluate the effectiveness of this communications method (Chattopadhyay & Laborie, 2005). It would seem logical that the evaluation cycle begins with clearly stated objectives developed from an understanding of what can be achieved, followed by unbiased and reliable methods for measuring against these objectives. The resulting measures are then evaluated and compared with past performance and the performance of other marketing tools, and this evaluation is used to determine future action and improvement in the development of marketing events. This process gives the opportunity to adjust plans, learn from experience, develop and improve the event format, and justify budgets. However, the measurement of the outcomes of experiential events is rarely that simple. Their effectiveness is related to individual emotional responses, to the influence of other communications, both marketing-driven and in a wider social context, and to the previous experience and expectations of each participant or spectator. (Wood, 2009)

A tourist orientation for sports events & preferences of tourists different from those of residents when attending sports events

Destinations increasingly capitalize on staging a series of sports events to intensify the tourist experience and strengthen their brand. These events (including both one-off and periodic ones) take place throughout a calendar year, thereby creating the host

destination's portfolio of events. The development of an event portfolio is essential for destination marketing and management as it has the potential to reach a wide range of audiences (Chalip, 2004; Getz, 2008) and serve multiple tourism or community purposes (Ziakas, 2013, 2014a). Moreover, it constitutes a versatile strategy for attaining the sustainability of event benefits and optimal use of resources in the provision that each event in the portfolio complements or reinforces the benefits bestowed by other events (Ziakas & Costa, 2011a, 2011b). (Ziakas, 2020)

The discourse on travel and tourism, as well as on places as destination brands, has garnered prominent attention in the surge for knowledge development on leisure tourism (Skinner, 2017). The more the brand attributes and images of tourism destinations the more the lasting experience and satisfaction for tourism customers. With increasing development and surging trend in new and more effective ways of enhancing the service package and offering accessible by customers, tourists as customers are raising their expectations of service offerings. Thus, the leisure substance expectation of customers would rise. In such circumstances of increasing customer service expectations of tourists, providers of service packages are compelled to uplift their standards to ensure that actual service equates to or does not deviate significantly from customer expectations

(e.g. Opute, 2020; Bitner et al, 2010). (Opute, Irene, Iwu, & Leisure, 2020)

Tourism is a service activity, and illuminating critical service features are essential to the understanding of the experiential values that tourist customers gain. Customer experience is a critical determinant of the extent to which tourism customers may endorse tourism packages, the design and implementation of tourism services, and organizational performance. Equally important, therefore, is the need to understand the important role that digital technologies play in tourism service design and delivery and the experiential value of tourism customers. (Opute et al., 2020)

The first dimension, sports popularity included variables such as crowd and popularity of the game. Game attractiveness reflects the performance and quality of the home team or opposing team. Free offering and promotion refer to the concerns of economic issues related to event products. Sports facility refers to the stadium infrastructures. Entertainment is depicted as an event, performance, or activity designed to entertain sports tourists. The degree of physical contact is related to body activities. Accessibility and convenience are the ability to reach the sports event. Finally, cost includes the value and price of the sports event. (Zarei, Ramkissoon, & Research, 2021)

The development of tourism depends greatly on residents who can either support or impede the efforts of

the tourism industry. For this reason, to build an acceptable strategy that would be effective in establishing ongoing tourism development, the attitudes of residents ought to be investigated and considered. This does not mean, however, that it suffices to focus only on residents. Visitors' views and satisfaction with the destination are equally important and should not be neglected as they can point to areas that require improvement and new ways to attract visitors or maintain the existing ones. (Fytopoulou, Tampakis, Galatsidas, Karasmanaki, & Tsantopoulos, 2021)

Local development is a continuous and complex process (Gavalas et al., 2014) that is affected by the local natural, historical, cultural, and socio-economic characteristics (Garofoli, 2002). Tourism is arguably a viable option for local development because it can provide significant benefits to residents, especially in terms of employment and economy (Boo and Busser, 2005; Lepp, 2007). In rural areas, landscapes and the natural environment, heritage sites as well as local culture and traditions consist the principal elements of destination appeal which motivate visitors to visit the destination (Crouch and Ritchie, 1999). (Fytopoulou et al., 2021)

Festivals and events can boost tourism development in rural areas which often face difficulties establishing themselves as tourist destinations. In economic terms, festivals and events are beneficial to the local economy as they attract investments, boost local business

and employment, and provide residents with new business opportunities (Negruș, et al., 2016; Markusen and Schrock, 2006) while facilitating the development of infrastructure and creating significant spending channels for residents and visitors (Pegg and Patterson, 2010). Moreover, events do not affect the ethics of the local society and do not increase criminality. Events are exploited in many countries as they contribute to the socio-economic revitalization of cities (Markusen and Schrock, 2006; Stern and Seifert, 2010). Indicatively, in the 1980s and 1990s, cities like Hamburg, Koln, Glasgow, and Birmingham utilized culture as a tool to rejuvenate post-industrial areas. In the setting of festivals and events, residents can participate, share experiences and interact with different cultures without having to travel. For this reason, it has been argued that festivals and events should be adapted to residents' interests and foster urban development (De Valck and Loist, 2009). (Fytopoulou et al., 2021)

Practical marketing and segmentation strategy for sports events & the marketer distinguish between local and regional market areas and other markets

Market segmentation is the process of dividing the total, heterogeneous market for a product or service into several segments, each of which tends to be homogeneous in all similar aspects. Segmentation creates a smaller group of consumers from the overall customer base of a sports

organization who share a common interest. In other words, certain segments of consumers share similar personal, psychological, and environmental reasons for involvement. In an attempt to encourage such groups to initiate or maintain their involvement in the sport or activity, different marketing strategies must be developed which are specifically aimed or targeted at such groups or market segments. (Shilbury, Westerbeek, Quick, Funk, & Karg, 2020)

Market segmentation is a consumer-oriented philosophy, and endeavors to satisfy as many needs and wants in the marketplace as possible. Moreover, by segmenting the marketplace an organization can more judiciously allocate marketing resources, and this should result in greater returns on the investment, or 'more bang for the bucks'. (Shilbury et al., 2020)

Mullin et al. (2000) further suggest that segmentation is central to an understanding of consumers as it recognizes differences in consumer behavior, which directly informs marketing strategies. Consequently, the task facing sports marketers is first to determine how consumers use sports products or services to meet individual needs and provide benefits, and then to determine which factors are common. This allows the sports marketer to categorize or group customers according to the type of people they are, the way they use the product or service, and finally their expectations of it. (Shilbury et al., 2020)

Although the segmentation possibilities are endless, several broad-based variables provide an effective starting point for segmentation strategy. Commonly, consumers are segmented based on demographics, psychographics, and behavior towards the product. This psychographic category is further divided into the benefits wanted from the product and product usage, or how the product is used. (Shilbury et al., 2020)

The formation of the regional potential based on the marketing approach is a core task of the regional governments since it reflects the strategy of the state socio-economic policy, which is the basis of the local government improvement mechanism. (Perevozova et al., 2020)

Socio-economic development not only makes the basis of regional self-sufficiency but also provides its attractiveness and competitiveness. As a result, the marketing approach is an important component aimed at facilitating the economic and social trends of the region due to the planning and implementation of effective marketing activities. (Perevozova et al., 2020)

The search for efficient regional (territorial) socioeconomic development models stipulates the necessity of the strategic planning application at all levels of state administration and local governments. The given approach is instrumental in elaborating the most optimal strategies for the regional development based on the precepts of

the economic reform outlined in the State strategy of the regional development which is focused on the reinforcement of the regions' part in the general economic development of the country (decentralization). It is these postulates which have formed the basis of the practical marketing activity as a market concept of the business operators' management concentrated on meeting the effective demand of the specific region. (Perevozova et al., 2020)

In the current circumstances, the successful implementation of goals and tasks of the regional socio-economic management and development primarily depends on the complexity of marketing activities oriented on certain territory positioning, generating the demand for potential opportunities, arranging the pricing policy, defining an effective advertising policy, and providing proper security of the imported products. Thus, based on the analysis of the territorial development and sectoral specialization, the marketing of the region forms and improves the investment attractiveness of the region. (Perevozova et al., 2020)

Intrinsic and extrinsic motives & some people attracted for generic reasons and others for sports event-specific reasons

Event-specific motivations relate to event characteristics and attributes distinguishing them from others (Abreu-Novais and Arcodia, 2013). These may include food, music, sporting performance, exhibitors, speakers, and performers or values, e.g. environmental

ethos or other ethical practices. Likewise, it may be the theme that creates a sense of uniqueness and pulls audiences, especially in the context of niche events, e.g. car shows, dog shows, and historic re-enactments. Although it is possible to identify common factors and influences, motivations for attending events are heterogeneous and are often event-specific (Nicholson and Pearce, 2001). However, even examples of event-specific motivations regarding festivals relate to a range of other events (Abreu-Novais and Arcodia, 2013). (Jaimangal-Jones, Fry, Haven-Tang, & Management, 2018)

Experience an event or a particular act first-hand, to participating in activities or workshops can all motivate attendance. Furthermore, travel duration linked to venue location can be a motivating factor, where the distance from the normal area of residence is appealing to those seeking a sense of escapism (JaimangalJones et al., 2010). Finally, a specific venue or venue attributes can act as a motivator in terms of the age (historic or modern), location (city, town center, or rural), and size (large, medium, or small) (Hassanien and Dale, 2011). In considering the factors affecting satisfaction with theatrical performances, venue environment and stage facilities have been ranked very highly (Song and Cheung, 2010).(Jaimangal-Jones et al., 2018)

Combined with the factors outlined above, the decision to attend specific events is also influenced by the concept of value for money i.e. ticket

price/affordability about perceived event quality (Getz and Page, 2016). Whilst there are numerous pricing strategies to position products, the relationship between price and quality and price and value are both highly subjective. Organizers also need to consider the link between consumer motivation, ticket pricing, quality, and value for money if they are to achieve satisfaction.(Jaimangal-Jones et al., 2018)

Technically intrinsic motivation pertains to activities done "for their own sake," or for their inherent interest and enjoyment (Deci & Ryan, 2000). Play, exploration, and curiosity-spawned activities exemplify intrinsically motivated behaviors, as they are not dependent on external incentives or pressure, but rather provide their satisfaction and joys. Although "fun," such inherent propensities toward interesting engagement and mastery are also serious organismic business; intrinsic motivation is likely responsible for the preponderance of human learning across the life span, as opposed to externally mandated learning and instruction. (Ryan & Deci, 2020) .

Often contrasted with intrinsic motivation is the heterogeneous category of extrinsic motivation, which concerns behaviors done for reasons other than their inherent satisfaction. (Ryan & Deci, 2020)

Categories of segmentation and applicable to sports event marketing

Market segmentation is defined as "the process of dividing the total market

for a particular product or product category into relatively homogeneous segments or groups" (Ferrell & Hartline, 2005: 135). This cannot be done randomly—as Wedel and Kamakura (2000) suggested, there are six criteria for segmentation: identifiability, substantiality, accessibility, stability, responsiveness, and actionability. Identifiability refers to the segment's being recognizable according to some type of distinctive basis such as psychographic, behavioral, or demographic data. A segment is substantial if it is large enough to be worth assessing and accessible if the organization can reach and communicate with it. Stability refers to the idea of the segment as not varying considerably over time and thus requiring marketing or communication adjustments. Responsiveness is concerned with how the segment is "unique enough to respond to differentiated marketing mixes" (Trail & James, 2015: 99). Finally, actionability has to do with a segment being defined accurately enough so that managers can effectively and efficiently communicate with it in a sufficiently differentiated manner. Meeting these criteria will allow organizations to "[better cope] with the diversity of consumers and their (sustainability) behavior" (Belz & Peattie, 2012: 153) so that each segment can receive information that is specific and relevant to it. (TRAIL & McCullough, 2018)

Market segmentation is a management and marketing strategy

(Smith, 1956) that is widely used to profile attendees (Allen et al., 2008; Bowdin, Allen, O'Toole, Harris, & McDonnell, 2006; Getz, 2007; Van Der Wagen & Carlos, 2005). Segmentation involves viewing a heterogeneous market as several smaller, more homogenous markets (Kotler, Bowen, & Makens, 2010). These smaller markets can be distinguished by different consumer needs, characteristics, or behaviors (Kotler, Haider, & Rein, 1993) which allow organizers to define visitor needs and wants more precisely (Dolnicar, 2008; Getz, 2007; Kotler et al., 2010). Segmentation also enables organizers to maximize return on investment by targeting the most profitable attendees (Perdue, 1996). For segmentation to be managerially useful, each segment needs to be accessible, measurable, actionable, and substantial (Kotler et al., 2010). (Tkaczynski & Rundle-Thiele, 2011)

Packaging is vital for sports event tourism

Bundling or packaging are tourism management strategies that closely relate to this form of supplemental tourism activities. Chalip and McGuirly (2004) examined the potential of eight bundling elements along with the host destination's attractions for participants of the Gold Coast Marathon. They included marathon official parties, sports activity packages, Hinterland tours, theme parks, coaching clinics, open-air concerts, Brisbane day trips, and nightlife tours. Their data analyses indicated that the preferred components

of the bundles varied across four types of participants, who they identified as dedicated runners, running tourists, active runners, and runners who shop. Dedicated runners were only interested in marathon official parties, and were not interested in theme parks, the Brisbane day trip, nightlife tours, or open-air concerts. The researchers concluded, that 'the bundling of event elements with activities and attractions at the host destination represents a tangible and feasible means to foster that linkage' (p. 279). (Ito & Higham, 2020)

While the types of tourism in terms of activities or activities according to Kesrul, (39-40: 2003) consist of; Pleasure Tourism, Recreation tourism, culture tourism, adventure tourism, business tourism, and Sports tourism, or sports, namely tourism activities with scheduled events as the main visit to visit regional or international sports events. (Fajri, Riana, & Kartika, 2019)

In tourist activities, dining tour packages become a very important part. Tour Packages according to Nuriata (2014: 11) are defined as a tourist trip with one or more visit destinations arranged from certain travel facilities in a fixed travel event and sold at a single price that concerns all components of the tour. (Fajri et al., 2019)

Damardjati in Suyitno (2001: 67) defines a package tour as a tour plan or event that has been arranged fixedly, with a certain price that includes costs for transfer/transportation, accommodation/hotel facilities, and

sightseeing in the city, these attractions will be cheaper to fall compared to specially planned tours or request. (Fajri et al., 2019)

Whereas according to Desky (2001: 23) The tour package is a combination of several tourism products, a minimum of two products, which are packaged into a single price that cannot be separated from each other. (Fajri et al., 2019)

Based on the above experts' definitions of tour packages, the authors conclude that a tour package is a travel product that is planned and organized by a travel agency where the travel program has one or several visit destinations that involve certain travel facilities that have a single price concerning all components of a tour. (Fajri et al., 2019)

The types of tour packages include:

- According to Suyitno (2001: 69) in terms of its arrangement, package tours can be divided into two, namely Ready Made Tour and Tailor Made Tour. (Fajri et al., 2019)
 - ✓ Ready-Made Tour Is a tour package prepared by the tour operator without waiting for requests from prospective participants. In other words, the preparation of the product is entirely on the initiative of the tour operator.

- ✓ Tailor-Made Tour A tour package that has been prepared after a request from prospective participants.
- Definition of tour packages in terms of the origin of tourists. According to Desky (2001: 23), Inbound is a tour package designed for the consumption of foreign tourists to travel domestically. While Outbound is a tour package designed for the consumption of domestic tourists, with the of traveling abroad. In addition, Yoeti (2010: 75) inbound tourism is tourism that specifically attracts or brings in foreign tourists (foreign tourists) into the country to increase foreign exchange earnings from the tourism sector. This type of tourism will succeed if domestic tourism can be developed properly. (Fajri et al., 2019)

Framework for targeted sport event packaging

A conceptual framework of supplemental tourism activities Figure 1 presents a conceptual framework of supplemental tourism activities in the context of sport tourism. The proposed framework draws upon Higham and Hinch's (2018) sport tourism attraction system, which elaborates four types of sport tourism 270 E. ITO AND J. HIGHAM and three levels of attraction. From the sport tourism perspective, there are four types of activities, namely, spectator-

based sport events, participant-based sport events, active sports, and sport heritage activities (Figure 1, left). This conceptualisation is based on Gibson's (1998) typology (event, active, nostalgia) that distinguishes participation- and spectator-based sporting events. This distinction is particularly important for supplemental tourism activities as participants and spectators display different tourism behaviours (Hinch, Higham, & Sant, 2014; Taks et al., 2009). It is evident that sport heritage attractions (e.g. halls of fame, stadium tours) that capture more than just nostalgic experiences are also important to facilitate the understanding of supplemental tourism activities (Weed & Bull, 2009). There are infinite options of non-sport tourism activities including sightseeing, VFR, and shopping, in the context of non-sport tourism attractions (Figure 1, right). Additionally, as mentioned in the introduction, Higham and Hinch's sport tourism attraction system also takes into account the attraction hierarchy exists on the basis of primary, secondary, and tertiary attractions. Based on the dichotomous category of sport versus non-sport attractions, the following three supplemental tourism activities are proposed: (1) Primary sport attractions to secondary/tertiary sport attractions (Figure 1(A)); (2) Primary sport attractions to secondary/tertiary non-sport attractions (Figure 1(B)); (3) Primary non-sport attractions to secondary/tertiary sport attractions (Figure 1(C)). While a fourth category

exists, which is from primary non-sport attractions to secondary/tertiary non-sport attractions, this falls outside of the parameters of sport tourism and therefore the scope of this discussion. Four types of engagement in sport tourism are outlined in Figure 1; spectator event, participant event, active sport and heritage sport (Higham & Hinch, 2018). Each display unique characteristics which are discussed below. (Ito & Higham, 2020).

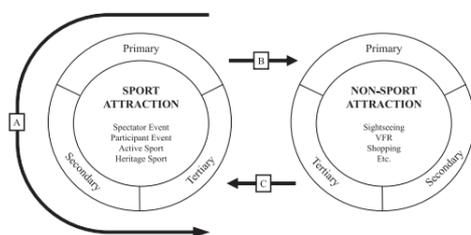


Figure 1. A conceptual framework of supplemental tourism activities in the sport tourism context. (A) from primary sport attractions to secondary/tertiary sport attractions. (B) from primary sport attractions to secondary/tertiary non-sport attractions. (C) from primary non-sport attractions to secondary/tertiary sport attractions.

Elements in the communications mix

"The term "marketing mix" was first coined by Neil Borden, the president of the American Marketing Association in 1953. It is still used today to make important decisions that lead to the execution of a marketing plan". Design the right marketing mix i.e. the Four P's of marketing include product, price, placement and promotion (Figure 1). In the field of marketing communications, should be coordinated efforts of last P of

the marketing mix - Promotion and must develop strong sales and promotional messages that connect with customers promptly and efficiently, emphasizing product quality and differentiation of the brand from others on the market. "In 2012, a new four P's theory was proposed with people, processes, programs, and performance. In service marketing, however, the four Ps are expanded to the seven P's or Seven P's to address the different nature of services." (Todorova, 2015)



Figure 1.

"Marketing communications are the fourth essential element of the marketing mix, with which the company aims to serve the target markets. Built through good communications company image and a favorable public attitude facilitate business contacts and raising the necessary investment funds". "Promotional mix (or a marketing communication mix) is the specific combination of instruments to promote that company used to convincingly communicate customer value and build customer relationships". McCarthy (1998) determined the mix of marketing communications as a specific combination of elements: advertising, personal selling, sales promotion, public relations and direct marketing that companies use to implement their targets for advertising and marketing. All

communication activities must be well prepared and conducted in good order through comprehensive management. Figure 2 is a simplified diagram showing how marketing communication elements and activities can be integrated. The largest circle shows how the five marketing communication elements are interconnected. (Todorova, 2015).



Figure 2

Visitor and market area surveys

Visitors introduce several administrative complications to a traditional travel surveying effort. These include problems of seasonality, local knowledge, interest in survey participation, and English proficiency. (Newmark, 2014)

Seasonal Variation in Visitor Travel

One complication, mentioned earlier, is that visitors' behaviors are likely to vary more than residents' behaviors over time. This issue was noted above regarding day-to-day variation, which might necessitate a multi-day survey to effectively capture the range and tradeoffs of travel behaviors. However, this issue also applies to seasons. Visitor flows demonstrate substantial seasonality. For example, in Chicago, 46 percent of all leisure trips are taken during the four summer months from June through

September (D. K. Shifflet and Associates Ltd. 2012). This seasonal variation might affect the local travel of visitors if visitor activity participation is seasonal (e.g., attending outdoor concerts in the summer), if visitor travel behaviors are seasonal (e.g., preferring taxis to transit in the winter), or if the visitor composition is seasonal (e.g., families in summer, conventioners in winter). Capturing the actual effects of seasonality on visitor travel might necessitate a survey administered at different times throughout the year. The Tahoe Regional Planning Agency conducted both a winter and a summer visitor travel survey to collect data on Lake Tahoe's two main tourist seasons (NuStats 2004). The Flagstaff Tourism Survey was administered one week per month for an entire year to provide a detailed breakdown of seasonal change (Arizona Hospitality Research & Resource Center 2009). Alternatively, a region may be interested in visitors at a single season, as in South Florida where visitors were surveyed only during the winter (Carr Smith Corradino 2000). It will be important to avoid or at least account for any unusual events that might unusually alter visitor travel patterns during the survey administration. For example, surveying people during the Chicago Marathon or the Susan G. Komen Chicago 3-Day would result in findings of an abnormally high rate of pedestrian travel. (Newmark, 2014)

Limited Visitor Knowledge of Local Geography

A second complication is that many visitors lack local geographic knowledge and require an in-person surveyor to help identify locations. Two approaches are used to facilitate this geocoding: a low-tech, lower-cost approach of marking a physical map with zones (ETC Institute 2008; Simek 2009; Carr Smith Corradino 2000) and a high-tech, higher-cost approach, favored in more recent surveys, of using Web-connected devices with mapping programs (McCutchan 2013; Resource System Group 2010). Future surveys may use more technologically sophisticated methods such as wearable global positioning system (GPS) recorders or downloadable applications for visitors' smartphones. A challenge with these tracking technologies is that visitors would need to be contacted in advance to participate, which is unlikely to happen without virtual interception. (Newmark, 2014)

One possibility that might reduce the survey-side demands for technology might be to physically intercept visitors in the region to collect basic information, including email addresses, and then send out a link to an online portal for completing the travel behavior portion. It is not unreasonable to expect that some respondents could fill this travel information out online during their trip. One study of leisure visitors found that 46 percent used the Internet during their trip and that 31 percent brought smartphones and 10 percent

brought computer tablets (Ofstedal and Schneider 2012). It is not clear how successful such a "foot in the door" method would be. A similar design, in which respondents filled out an initial paper survey while on an airport shuttle and were given a postcard with an Internet address for the additional online survey, found only 18 percent of initial respondents followed up on-line (Sperry and Morgan 2011). Pushing the survey link directly to email inboxes may result in a higher response rate. It is important to note that moving the trip diary elements online does remove the benefit of interactions with a locally-knowledgeable surveyor and raises the geocoding burdens on respondents. (Newmark, 2014)

Limited Visitor Interest in Survey Participation

This example touches on a third complication regarding visitor surveys, namely incentivizing participation. Participation by residents in household travel surveys or transit on-board surveys is thought to be in the respondent's self-interest, as his or her feedback will hopefully improve local transportation, serve as a slight and hopefully moderately interesting break from residents' routines, and appeal to a sense of civic duty. Yet, it still often requires a financial incentive. By contrast, visitors are unlikely to directly benefit from their survey participation, are already on a break from their routine (and therefore might view the survey as largely burdensome), and do not have

strong civic commitments to the visited community—and, therefore, are more likely to need a financial incentive. The San Diego County Visitor Survey provided \$5 Starbucks gift cards to all 1,174 respondents (SANDAG Applied Research Division 2012), and the Tahoe Summer Visitors Travel Survey provided a small gift (valued at \$4) and a cash gratuity of a \$2 bill, somewhat of a novelty among U.S. currency (NuStats 2004). Despite the effectiveness and the accepted nature of financial incentives among surveying professionals, many transit agencies view rewards as a controversial use of public funds and are wary of offering them. Rewards also increase the cost of data collection. (Newmark, 2014)

Another (and complementary) approach is to exploit social norms of politeness by having an in-person interviewer. In addition to the local knowledge benefits noted above, interviewers create an implicit social contract that is harder to ignore. Both incentives and interviewers introduce surveying costs, but may be necessary. The Portland Metro Visitor Travel Study partnered with nine hotels to have check-in staff hand out postcards inviting guests to participate in the survey online. In the absence of either financial rewards or a paid interviewer, only 49 people responded to the 4,000 postcards that were distributed. Interestingly, 43 of these received their invitation at the same hotel, while no more than 2 responses came from any other hotel location (Resource System

Group 2010). The survey report does not comment on why one hotel was more successful in engaging participants than others despite the same promotional training. One possibility, among many, is that hotel invested more of a human touch in encouraging participation. (Newmark, 2014)

Visitor English Proficiency

A final complication of visitor travel surveys is the potential linguistic variation among non-English speakers in the target population. All travel surveys need to be attuned to low English proficiency (LEP) populations; however, visitors may demonstrate an even higher variety of language than is typically found within a region. There are different ways to address this problem. The Oahu Visitor Survey hired Japanese-speaking interviewers (McCutchan 2013). This approach is effective, but only when a single foreign language is dominant among non-English speaking visitors. Great Britain's International Passenger Survey provides interviewers with self-completion cards in 13 foreign languages to hand out to non-English speakers. These cards do not replicate the full survey, but do capture much of the essential information (Office for National Statistics 2012). This less-costly approach ensures that visitors with a broader range of languages are incorporated, but at a lower level of detail. It should be possible to infer the likely linguistic needs of a visitor travel survey in advance based on available data on visitor countries of origin. This

information can be used to appropriately design the survey while weighing tradeoffs between costs and coverage. (Newmark, 2014)

CONCLUSION

Sport marketing is the process of engaging potential consumers through sport-related products and services that meet their needs and wants. Sport marketing involves multiple functions across business and management and must take into account both products and services and customers and consumers. Sport marketing is unique for numerous reasons, but most importantly because of the primary sport product, and hence the market is traditionally demand based, whereas most generic products are marketed based on need. The focal point of sport marketing is the understanding of the four C's of marketing analysis: the consumer, the company itself, the competition, and the climate. The consumer is an individual or business that purchases or obtains goods and services for direct use or ownership. To reach sport consumers, sport marketing professionals follow a series of processes. Segmentation is the concept of dividing a large, diverse group with multiple attributes into smaller groups with distinctive characteristics. Targeting seeks to find the best way to get a product's image into the minds of consumers, and hence entice the consumer to purchase the product. This is accomplished by focusing on the traditional marketing mix – product,

price, place, and promotion – and the expanded marketing mix to include publicity, people, physical evidence, and processes due to the service orientation of much of the 21st-century global sport industry.

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