

**DOCUMENT N: COURSE AND PROGRAM DEVELOPMENT COVER SHEET**

See Course and Program Development Policy and Procedures for Instructions

<b>SCHOOL:</b> LAW <input type="checkbox"/> MSB <input checked="" type="checkbox"/> YGCLA <input type="checkbox"/>	<b>Contact Name:</b> Darlene Smith	<b>Phone:</b> x4996
<b>DEPARTMENT / DIVISION:</b> Marketing and Management		
<b>SHORT DESCRIPTION OF PROPOSAL</b> (state name of action item 1-20 and course name, code & number / program affected):		
MKTG 745: STRATEGIC SPORT MARKETING (New course in the marketing specialization in the MBA program)		
<b>PROPOSED SEMESTER OF IMPLEMENTATION:</b> Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> Year: 2007		

<b>Box 1: TYPE OF ACTION</b>	ADD(NEW) <input checked="" type="checkbox"/>	DEACTIVATE <input type="checkbox"/>	MODIFY <input type="checkbox"/>	OTHER <input type="checkbox"/>
<b>Box 2: LEVEL OF ACTION</b>	Non-Credit <input type="checkbox"/>	Undergraduate <input type="checkbox"/>	Graduate <input checked="" type="checkbox"/>	OTHER <input type="checkbox"/>

<b>Box 3: ACTION ITEM</b> (check appropriate boxes)		DOCUMENTS REQUIRED (see box 4 below)	IMPACT REVIEWS (see box 5 on back)	APPROVAL SEQUENCE (see box 6 on back)
<input type="checkbox"/>	1. Experimental Course <sup>1</sup>	NOP	a, c, e	AC
<input type="checkbox"/>	2. Course Title	NO		ABCD
<input type="checkbox"/>	3. Course Credits	NO		ABCD
<input type="checkbox"/>	4. Course Number	NO		ABCD
<input type="checkbox"/>	5. Course Level	NO		ABCD
<input type="checkbox"/>	6. Pre & Co-Requisite	NO		ABCD
<input type="checkbox"/>	7. Course Description	NOP		ABCDEF
<input checked="" type="checkbox"/>	8. New Course	NOP		ABCDEF
<input type="checkbox"/>	9. Deactivate a Course	NO		ABCDEF
<input type="checkbox"/>	10. Program Requirements	NO	b, c, d, e	ABCDEF
<input type="checkbox"/>	11a. UG Specialization (24 credits or less)	NO	a, b, c, d, e	ABCDEF
<input type="checkbox"/>	11b. Masters Specialization (12 credits or less)	NO	a, b, c, d, e	ABCDEF
<input type="checkbox"/>	11c. Doctoral Specialization (18 credits or less)	NO	a, b, e	ABCDEF
<input type="checkbox"/>	12. Closed Site Program	NOT	e	ABCDEHIK
<input type="checkbox"/>	13. Program Suspension <sup>9</sup>	NO,5	a, e	ABCDEGIK
<input type="checkbox"/>	14a. Certificate Program (ug/g) exclusively within existing degree program	NO	a, c, e	ABCDEFHIK
<input type="checkbox"/>	14b. Certificate Program (ug/g) where degree programs do not exist or where courses are selected across degree programs (12 or more credits)	NOQR, 6	a, c, e	ABCDEFHJL
<input type="checkbox"/>	15. Off-Campus Delivery of Existing Program	NO, 4	a, b, c, e	ABCDHIL
<input type="checkbox"/>	16a. UG Concentration (exceeds 24 credit hours)	NO, 5	a, c, d, e	ABCDEFHJL
<input type="checkbox"/>	16b. Masters Concentration (exceeds 12 credit hours)	NO, 5	a, c, d, e	ABCDEFHJL
<input type="checkbox"/>	16c. Doctoral Concentration (exceeds 18 credit hours)	NO, 5	a, c, d, e	ABCDEFHJL
<input type="checkbox"/>	17. Program Title Change	NO, 5	a, c, d, e	ABCDEFHJL
<input type="checkbox"/>	18. Program Termination	NO, 10	d, e	ABCDEFHIK
<input type="checkbox"/>	19. New Degree Program	NOQR, 3,8	a, c, d, e	ABCDEFHJL
<input type="checkbox"/>	20. Other	Varies	Varies	Varies

<b>Box 4: DOCUMENTATION (check boxes of documents included)</b>					
<input checked="" type="checkbox"/>	N. This Cover Sheet	<input type="checkbox"/>	Q. Full 5-page MHEC Proposal	<input type="checkbox"/>	T. Other
<input checked="" type="checkbox"/>	O. Summary Proposal	<input type="checkbox"/>	R. Financial Tables (MHEC)	<input type="checkbox"/>	
<input checked="" type="checkbox"/>	P. Course Definition Document	<input type="checkbox"/>	S. Contract	<input type="checkbox"/>	

- Approval of experimental course automatically lapses after two offerings unless permanently approved as a new course.
- Codes: a) Library Services (Langsdale or Law) b) Office of Technology Services c) University Relations d) Admissions
- Letter of Intent is required by USM at least 30 days before a full proposal can be submitted. Letter of Intent requires only the approval of the dean and the provost and is forwarded to USM by the Office of the Provost.
- One-page letter to include: Program title & degree/certificate to be awarded; resources requirements; need and demand; similar programs; method of instruction; and oversight and student services (MHEC requirement)
- One-page letter with description and rationale (MHEC requirement)
- One or two-page document that describes: centrality to mission; market demand; curriculum design; adequacy of faculty resources; and assurance program will be supported with existing resources. (MHEC requirement)
- Learning objectives, assessment strategies; fit with UB strategic plan
- Joint Degree Program or Primary Degree Programs require submission of MOU w/ program proposal. (MHEC requirement)
- Temporary suspension of program to examine future direction; time not to exceed two years. No new students admitted during suspension, but currently enrolled students must be given opportunity to satisfy degree requirements.

**DOCUMENT N: COURSE AND PROGRAM DEVELOPMENT COVER SHEET (Page 2 of 2)**

<b>SCHOOL:</b> LAW <input type="checkbox"/> MSB <input checked="" type="checkbox"/> YGCLA <input type="checkbox"/>
<b>SHORT DESCRIPTION OF PROPOSAL</b> (state name of action item 1-20 and course name, code & number / program affected):
A new        course MKTG <del>745</del> STRATEGIC SPORT MARKETING

10. Provide:
- a. evidence that the action is consistent with UB mission and can be implemented within the existing program resources of the institution.
  - b. proposed date after which no new students will be admitted into the program;
  - c. accommodation of currently enrolled students in the realization of their degree objectives;
  - d. treatment of all tenured and non-tenured faculty and other staff in the affected program;
  - e. reallocation of funds from the budget of the affected program; and
  - f. existence at other state public institutions of programs to which to redirect students who might have enrolled in the program proposed for abolition.
11. University Council *review* (for a recommendation to the President or back to the Provost) shall be limited to curricular or academic policy issues that may potentially affect the University's mission and strategic planning, or have a significant impact on the generation or allocation of its financial resources.

<b>Box 5: IMPACT REVIEW</b>	SIGNATURES (see procedures for authorized signers)	DATE
a. Library <input type="checkbox"/> No impact <input type="checkbox"/> Impact statement attached	Director or designee:	
b. OTS <input type="checkbox"/> No impact <input type="checkbox"/> Impact statement attached	CIO or designee:	
c. University Relations <input checked="" type="checkbox"/> No impact <input type="checkbox"/> Impact statement attached	Director or designee: <i>Gigi Boon / DBL</i>	<i>5/29/07</i>
d. Admissions <input type="checkbox"/> No impact <input checked="" type="checkbox"/> Impact statement attached	Director or designee: <i>Jean J. Anson</i>	<i>5/30/07</i>
e. Records <input checked="" type="checkbox"/> No impact <input type="checkbox"/> Impact statement attached	Registrar or designee: <i>Richard Morell / DBL</i>	<i>5/29/07</i>

<b>Box 6: APPROVAL SEQUENCE</b>	APPROVAL SIGNATURES	DATE
A. Department / Division	Chair: <i>Topi Muvshu</i>	<i>5/31/07</i>
B. Final faculty review body within each School	Chair: <i>Joel A. Brown</i>	<i>5/30/07</i>
C. College Dean	Dean: <i>Susan Zaccu</i>	<i>5/24/07</i>
D. Provost and Senior Vice President for Academic Affairs	Provost: <i>Judith M. Kendall</i>	<i>6/4/07</i>
E. Curriculum Review Committee (UFS subcommittee)	Chair: <i>Margaret Sullivan</i>	<i>6.5.07</i>
F. University Faculty Senate (UFS option)	Chair:	
G. University Council (see # 11 above)	Chair:	
H. President	President:	
I. Board of Regents – notification only		
J. Board of Regents – approval		
K. MHEC – notification only		
L. MHEC – approval		
M. Middle States Association notification	Required only if the mission of the University is changed by the action	

5/30/07

Curriculum changes may impact recruitment literature.

**DOCUMENT O: SUMMARY PROPOSAL**

See Course and Program Development Policy and Procedures for Instructions

<b>SCHOOL:</b> LAW <input type="checkbox"/> MSB <input checked="" type="checkbox"/> YGCLA <input type="checkbox"/>	<b>Contact Name:</b> Darlene Smith	<b>Phone:</b> x4996
<b>DEPARTMENT / DIVISION:</b> MARKETING AND MANAGEMENT		
<b>SHORT DESCRIPTION OF PROPOSAL</b> (state action item 1-23 and course name & number or program affected):		
New course approval: MKTG 745: STRATEGIC SPORT MARKETING A new course to in the marketing specialization in the joint UB-Towson MBA program		
<b>PROPOSED SEMESTER OF IMPLEMENTATION:</b> Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> Year: 2007		

O-1: Briefly describe what is being requested:

Approval of MKTG 745: STRATEGIC SPORT MARKETING -- a new elective in the marketing specialization in the UB/Towson MBA program.

For new courses or changes in existing courses (needed by Registrar)

<b>OLD Title:</b>	<b>Course # / HEGIS Code:</b>	<b>Credits:</b>
<b>NEW Title:</b> Strategic Sport Marketing	<b>Course # / HEGIS Code:</b> MKTG 745	<b>Credits:</b> 3

O-2: Set forth the rationale for the proposal:

This graduate course will compare and contrast the field of sport marketing with the practices and applications of mainstream marketing. Coursework will include an overview of the foundations of sport marketing and will examine the application of these principles to collegiate and professional sport organizations, special events, facilities, commercial and public organizations, sponsors and corporations, sporting goods manufacturers and the sport enterprise in general. Course content will be a combination of lecture, assigned readings, case studies, research assignments and special projects that will provide students with the opportunity to strategically assess the current state of sport marketing.

The course syllabus is attached.

Proposed Course Syllabus (Document P)  
**MKTG 745 STRATEGIC SPORT MARKETING**

1. Date Prepared: May 31, 2007
2. Prepared by: Darlene Smith
3. Department: Management and Marketing
4. Course Number: MKTG 745
5. Course Title: Strategic Sport Marketing
6. Credit Hours: 3

7. Catalog Description:

This graduate course will compare and contrast the field of sport marketing with the practices and applications of mainstream marketing. Coursework will include an overview of the foundations of sport marketing and will examine the application of these principles to collegiate and professional sport organizations, special events, facilities, commercial and public organizations, sponsors and corporations, sporting goods manufacturers and the sport enterprise in general. Course content will be a combination of lecture, assigned readings, case studies, research assignments and special projects that will provide students with the opportunity to strategically assess the current state of sport marketing.

8. Prerequisites: MKTG 640
9. Faculty qualified to teach the course: Dr. Pete Lynagh
10. Course Type / Component: lecture / seminar
11. Suggested approximate class size: 35
12. Content Outline (based on learning goals listed below)

**Course Content**

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<b>Topics:</b>	
<b>1</b>	CLASS INTRODUCTION / FOUNDATIONS OF SPORT MARKETING
<b>2</b>	FOUNDATIONS OF SPORT MARKETING
<b>3</b>	MARKET ANALYSIS AND SEGMENTATION
<b>4</b>	CONSUMER BEHAVIOR
<b>5</b>	CONSUMER BEHAVIOR
<b>6</b>	BRANDING & POSITIONING
<b>7</b>	PROMOTIONS & SPONSORSHIPS
<b>8</b>	CUSTOMER RELATIONSHIP MANAGEMENT
<b>9</b>	LOCAL IMPACT / PSYCHIC INCOME
<b>10</b>	ON-SITE ASSESSMENT
<b>11</b>	MARKETING ASSESSMENT
<b>12</b>	AFTERMARKETING
<b>13</b>	GLOBAL SPORT MARKETING
<b>14</b>	ETHICS IN SPORT MARKETING?
<b>15</b>	THE FUTURE OF SPORT MARKETING
<b>16</b>	PRESENTATIONS

### 13. Learning Goals:

By the conclusion of this course, the student will, through discussion, investigation, written examination and application:

1. Be able to define and apply key marketing concepts and strategies within various settings and components of the sport enterprise
2. Critically evaluate the planning approaches related to positioning a product or service and developing the appropriate promotional approach(es)
3. Comprehend consumer behavioral concepts, their trends and implications, and their role in the sport marketing mix.
4. Utilize the varying types of messaging opportunities to effectively communicate with target market(s).
5. Interpret the need for and the opportunities of promotional licensing and corporate sponsorship in the sport setting.
6. Appreciate the importance of branding and its role in sport marketing.
7. Understand the key components of customer service and satisfaction leading to long term relationships and value between the consumer and the sport provider.
8. Demonstrate competency in practical situations designed to show direct application of theory, principle and research into practice.
9. Be able to design and execute a basic marketing research program.
10. Be able to understand key consumer behavior concepts and their implications for sport fan behavior.
11. Be able to analyze cases and sport organizations to realize strategic marketing opportunities.
12. Be able to formulate application from readings, class activities, and discussions to sport marketing solutions that will maximize revenue and consumer satisfaction for a sport organization.

### 14. Assessment Strategies

The final grade of a student is based upon his/her overall performance on applications projects, presentations, assignments and exams:

Importance Performance Analysis	100 points
Sport Marketing Experience Audit	50 points
Marketing Case Studies (written)	40 points
Marketing Case Studies (presentation)	25 points
Organization Assessment	50 points
Oral Presentation of Assessment	25 points
Mid Term Exam	100 points
Final Exam	<u>100 points</u>
	490 points

15. Possible texts:

- Course Packet
  - Books
  - A New Brand World (Bedbury, S.)
  - All Marketers are Liars (Godin, S.)
  - The Elusive Fan (Rein, Kotler, & Shields)
  - Positioning (Ries & Trout)
  - Street & Smith's Sports Business Journal (Subscription forms:
  - <http://www.sportsbusinessjournal.com/index.cfm?fuseaction=page.feature&featureId=1660>)
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UB/Towson MBA

## **Strategic Sport Marketing**

MKTG 745 SPORT MKTG

3 credit hours

Prerequisites: MKTG640

### **Rationale Statement**

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This graduate course will compare and contrast the field of sport marketing with the practices and applications of mainstream marketing. Coursework will include an overview of the foundations of sport marketing and will examine the application of these principles to collegiate and professional sport organizations, special events, facilities, commercial and public organizations, sponsors and corporations, sporting goods manufacturers and the sport enterprise in general. Course content will be a combination of lecture, assigned readings, case studies, research assignments and special projects that will provide students with the opportunity to strategically assess the current state of sport marketing.

### **Statement of Overlap**

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This course does not overlap any existing course at Towson University or the University of Baltimore.

### **Course Description**

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This course is designed to expand beyond the basic sport marketing principles and processes, allowing students to understand and apply the unique use of Market Analysis and Segmentation, Consumer Behavior, Branding and Positioning, Promotions and Sponsorship, Customer Relationship Management, Community Impact, Marketing Assessment, Aftermarketing, and Global Marketing, and Ethics in sport marketing. The contingency framework will be used to explain and organize the strategic sport marketing process. The course will focus on consumer behavior and the sport customer experience as well as the current practices of sport marketing professionals.

### **Learning Objectives**

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By the conclusion of this course, the student will, through discussion, investigation, written examination and application:

1. Be able to define and apply key marketing concepts and strategies within various settings and components of the sport enterprise



2. Critically evaluate the planning approaches related to positioning a product or service and developing the appropriate promotional approach(es)
3. Comprehend consumer behavioral concepts, their trends and implications, and their role in the sport marketing mix.
4. Utilize the varying types of messaging opportunities to effectively communicate with target market(s).
5. Interpret the need for and the opportunities of promotional licensing and corporate sponsorship in the sport setting.
6. Appreciate the importance of branding and its role in sport marketing.
7. Understand the key components of customer service and satisfaction leading to long term relationships and value between the consumer and the sport provider.
8. Demonstrate competency in practical situations designed to show direct application of theory, principle and research into practice.
9. Be able to design and execute a basic marketing research program.
10. Be able to understand key consumer behavior concepts and their implications for sport fan behavior.
11. Be able to analyze cases and sport organizations to realize strategic marketing opportunities.
12. Be able to formulate application from readings, class activities, and discussions to sport marketing solutions that will maximize revenue and consumer satisfaction for a sport organization.

### **Course Content and Required Readings**

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<b>Lecture</b>	<b>Lecture Topic</b>
<b>1</b>	CLASS INTRODUCTION / FOUNDATIONS OF SPORT MARKETING
<b>2</b>	FOUNDATIONS OF SPORT MARKETING
<b>Readings</b>	- Burton & Howard - Assigned SportsBusiness Journal articles.
<b>3</b>	MARKET ANALYSIS AND SEGMENTATION
<b>Readings</b>	- Assigned SportsBusiness Journal articles.
<b>4</b>	CONSUMER BEHAVIOR
<b>Readings</b>	- <i>The Elusive Fan</i> - Assigned SportsBusiness Journal articles.
<b>5</b>	CONSUMER BEHAVIOR
<b>Readings</b>	- Pease & Zhang

	- Wann - Assigned SportsBusiness Journal articles.
<b>6</b>	BRANDING & POSITIONING
<b>Readings</b>	- <i>Positioning: The Battle for Your Mind</i> - Assigned SportsBusiness Journal articles.
<b>7</b>	PROMOTIONS & SPONSORSHIPS
<b>Readings</b>	- Assigned SportsBusiness Journal articles.
<b>8</b>	CUSTOMER RELATIONSHIP MANAGEMENT
<b>Readings</b>	- Assigned SportsBusiness Journal articles.
<b>9</b>	LOCAL IMPACT / PSYCHIC INCOME
<b>Readings</b>	- Assigned SportsBusiness Journal articles.
<b>10</b>	ON-SITE ASSESSMENT
<b>Readings</b>	- Assigned SportsBusiness Journal articles.
<b>11</b>	MARKETING ASSESSMENT
<b>Readings</b>	- HBR ( <i>The Profitable Art of Service Recovery</i> ) - Assigned SportsBusiness Journal articles.
<b>12</b>	AFTERMARKETING
<b>Readings</b>	- HBR (Harlem Globetrotters or Magic Johnson: Endorsements "After"...?) - Assigned SportsBusiness Journal articles.
<b>13</b>	GLOBAL SPORT MARKETING
<b>Readings</b>	- HBR ( <i>MasterCard International: World Championship Soccer Sponsorship</i> ) - Assigned SportsBusiness Journal articles.
<b>14</b>	ETHICS IN SPORT MARKETING?
<b>Readings</b>	- <i>All Marketers are Liars: The Power of Telling Authentic Stories in a Low-Trust World</i> - Assigned SportsBusiness Journal articles.
<b>15</b>	THE FUTURE OF SPORT MARKETING
<b>Readings</b>	- <i>A New Brand World</i> - Assigned SportsBusiness Journal articles.
<b>16</b>	PRESENTATIONS
<b>Readings</b>	- HBR ( <i>WNBA</i> ) - Assigned SportsBusiness Journal articles.

\* The instructor reserves the right to make changes to the schedule as necessary.

It is expected that all students will have completed any assigned reading before the class for which the reading is assigned/due to be discussed. In addition, all students are required to bring a printed copy of any assigned article to class on the day it is assigned/scheduled to be discussed (as both evidence that you have actually seen the article and for use as a reference during class discussions).

### **Required Readings**

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1. Course Packet
2. Books
3. A New Brand World (Bedbury, S.)

4. All Marketers are Liars (Godin, S.)
5. The Elusive Fan (Rein, Kotler, & Shields)
6. Positioning (Ries & Trout)
7. Street & Smith's Sports Business Journal (Subscription forms:  
<http://www.sportsbusinessjournal.com/index.cfm?fuseaction=page.feature&featureId=1660>)

## **Assignments & Evaluation**

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The final grade of a student is based upon his/her overall performance in the following areas:

Importance Performance Analysis	100 points
Sport Marketing Experience Audit	50 points
Marketing Case Studies (written)	40 points
Marketing Case Studies (presentation)	25 points
Organization Assessment	50 points
Oral Presentation of Assessment	25 points
Mid Term Exam	100 points
Final Exam	<u>100 points</u>
	490 points

## **Grading Scale**

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<b>A+: N/A</b>	<b>A: 93%-100%</b>	<b>A-: 90%-92%</b>
<b>B+: 87%-89%</b>	<b>B: 83%-86%</b>	<b>B-: 80%-82%</b>
<b>C+: 77%-79%</b>	<b>C: 70%-76%</b>	<b>C-: N/A</b>
<b>D+: 67%-69%</b>	<b>D: 63%-66%</b>	<b>D-: 60%-62%</b>
<b>F: Work below D standard</b>		

## **Explanation of Assignments**

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### ***Importance Performance Analysis*** **100 points**

Your task for this assignment is to perform an Importance-Performance Analysis for any sport product or sport service. The aim is to find out how satisfied customers are with certain aspects of the product or service operations so that the product or service can be improved on features that the customers find to be important. On-site quantitative and qualitative analysis will be required. Further details provided in class.

### ***Sport Marketing Experience Audit*** **50 points**

Students will attend a designated sporting event. Assuming the role of a critical observer, students will individually evaluate the game experience from both fan and management perspectives.

### ***Marketing Case Studies (two written)*** **20 points each**

Students will work in pairs for these case studies. Students will be required to develop a written case solution to a case provided in class.

***Marketing Case Studies (one presentation)*** ***25 points***

As with the written case studies, students will work in pairs for these case studies. Students will be required to prepare brief presentations and will be selected randomly to present their solutions to the case provided.

***Organization Assessment*** ***50 points***

Students will work in small teams (no more than three) to analyze the current marketing plan of a real life sport organization. Details of what to cover in the assessment will be presented at a later date.

***Oral Presentation of Organizational Assessment*** ***25 points***

Students will present their assessment to the class in the week of the semester. Students will present in professional dress, simulating a realistic marketing presentation to a sport organization.

***Examinations*** ***100 points each***

There will be two examinations throughout the course of the semester. Examination questions will be derived from lecture notes and assigned readings. Question format will be primarily essay.

## **General Requirements**

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1. **Written Assignments:**
  - a. All Assignments MUST be attempted to achieve a Passing Grade for this class. All materials must be original works of the student, word processed with text and references in APA format.
2. **NO assignments will be accepted via email.**
3. APA style should be employed for all written assignments, except for the Sport Marketing plan which will be in a business report format.
4. Assignments must be paginated, one inch margins, double spaced and use a 12 point font.
5. All references MUST be cited IN TEXT (APA Style) AND appear in a REFERENCE LIST at the end of the paper.
6. Assignments must be securely stapled in the top left corner and submitted with only the standard cover page described above.
7. **Readings:**
  - a. Students should complete all reading assignments prior to each class session.
  - b. All students are required to participate fully in all class discussions.

## **Bibliography**

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- Arnold, D. J., & Lane, D. (1999). MasterCard International: World Championship Soccer Sponsorship. *Harvard Business Review*, HBS Number: 9-500-036.
- Bedbury, S. (2002). *A New Brand World*. New York: Penguin.
- Burton, R. & Howard, D. (2000). Recovery Strategies for Sports Marketers. *Marketing Management*, 9(1), 42-49.
- Greyser, S. A. (1999). Women's National Basketball Association (WNBA). *Harvard Business Review*, HBS Number: 9-599-032.
- Greyser, S. A., & Schille, W. (1991). Magic Johnson: Endorsements "After"...? *Harvard Business Review*, HBS Number: 9-592-057.
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- Mannie, J. (2001). Bringing a Dying Brand Back to Life. *Harvard Business Review*, 79(5), 53-61.
- Pease, D. G. & Zhang, J. J. (2001). Socio-motivational factors affecting spectator attendance at professional basketball games. *International Journal of Sport Management*, 2, 31-59.
- Rein, I., Kotler, P. & Shields, B. (2006). *The Elusive Fan*. New York: McGraw Hill.
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- Street & Smith's Sports Business Journal*. Charlotte, NC: Street & Smith's Sports Group.
- Wann, D. L. (1995). Preliminary validation of the Sport Fan Motivation Scale. *The Journal of Sport & Social Issues*, 19, 377-396.