



MK 221 SPORTS MARKETING FROM AN INTERNATIONAL PERSPECTIVE
IES Abroad Barcelona

DESCRIPTION:

The course will delve into the key elements of marketing as they apply to sports, including branding, sponsorship, fan engagement, digital marketing, and event promotion. It bridges the gap between general marketing theories and the specialized practices needed in the sports context. Students will learn how to effectively market sports entities (teams, leagues, athletes) and how to leverage sports as a platform for brand promotion.

CREDITS: 3 credits

CONTACT HOURS: 45 hours

LANGUAGE OF INSTRUCTION: English

INSTRUCTOR:

PREREQUISITES: None

ADDITIONAL COST: None

METHOD OF PRESENTATION:

Online lectures: These will provide students with core content and theoretical knowledge, introducing concepts that students need to understand before moving on to more interactive and applied learning. Tools: PowerPoint slides, videos, visual aids and whiteboard notes.

Class debates and discussion: Students analyze real-world or hypothetical scenarios and develop solutions, encouraging critical thinking. Written or multimedia case studies will be used as well as case studies written by the lecturer, based on personal experiences in the sports industry.

Project-based learning: The students work on real projects, in groups, over a set period, fostering collaboration, critical thinking and practical application. Presentations in class by the groups on the topic generate debate, enhancing the learning experience. It includes gamification to make learning more engaging.

Guest lectures: Students will get unique insights, real-world perspectives, and opportunities to connect with professionals from various companies of the sports industry. The selected guest speakers have deep expertise in their field, allowing them to offer specialized knowledge that complements the core curriculum.

Course-related trips: if the students' schedule permits, we could organize a few field trips to sports entities in Barcelona.

REQUIRED WORK AND FORM OF ASSESSMENT:

- Class participation - 10%
- Challenges and quizzes - 10%
- Midterm group project - 25%
- Final group presentation - 30%
- Final exam - 25%

Course Element

Class participation is assessed according to active involvement in class, completion of class tasks and activities, completion of the weekly quizzes and active participation throughout the course. Students are expected to prepare all required readings prior to class and actively contribute to class debates and online interactions.

The students will work on a group project throughout the whole semester: In the first part of the course students will work in groups on the midterm group project for which they will receive a grade and feedback from the professor and they will integrate the feedback into the project for the final group presentation.

Challenges and quizzes based on real case studies and the students' critical thinking.

The final exam is an in-class exam covering all of the main topics on the syllabus.

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LEARNING OUTCOMES:

By the end of the course, students will be able to:

- Outline fundamental marketing concepts and their application in the sports industry.
- Analyze consumer behavior and its impact on sports marketing strategies.
- Summarize digital marketing tools and strategies specific to sports.
- Highlight the key requirements for planning and marketing sports events effectively.
- Explain the dynamics of sponsorships and strategic partnerships in sports.
- Assess sustainable marketing principles and how they apply to the sports industry.
- Evaluate the impact of marketing initiatives on communities and the environment.

ATTENDANCE POLICY:

As a member of our class community, you are expected to be present and on time every day. Attending class has an impact on your learning and academic success. For this reason, attendance is required for all IES Abroad Barcelona classes, including course-related excursions. If a student misses more than three classes in any course without justification, 3 percentage points will be deducted from the final grade for every additional absence. Seven unjustified absences in any course will result in a failing grade. Absences will only be justified, and assessed work, including exams, tests and presentations rescheduled, in cases of documented medical or family emergencies.

CONTENT:

Session	Content	Assignments
Session 1	<p>Introduction. The sports ecosystem. Who are the stakeholders and how is the money flow between them?</p> <p>Explore the role of marketing in sports organizations.</p>	
Session 2	<p>Introduction to the Group assignment: <i>Elaborate a marketing strategy for the introduction of Podoactiva into the USA in a specific sport. (Podoactiva is world leader in its speciality: sports biomechanics and injury prevention for elite athletes)</i></p>	<p>Follow:</p> <ul style="list-style-type: none"> • https://www.podoactiva.co.uk/ • https://www.younext.es/ • https://www.podoactiva.com/usa-products • https://espinilleraspersonalizadas.es/espinilleras/
Session 3	<p>Introduction to Fan engagement (1)</p> <ul style="list-style-type: none"> - Fans and emotional connection - Interactive Digital Platforms - In-Stadium Experience - Personalized and data-driven engagement 	<ul style="list-style-type: none"> • FC Barcelona, 2023. FC Barcelona and CUPRA renew global partnership until 2029. FC Barcelona. https://www.fcbarcelona.com/en/club/partners • Ross, J., 2023. How FC Barcelona's Commercial Strategy is Fueling Their Financial Comeback. Sportico. https://www.sportico.com

Session	Content	Assignments
Session 4	Fan engagement (2) <ul style="list-style-type: none"> - Gamification and Fantasy Sports - Storytelling (Case study Wrexham) - Fan Communities - Esports and Virtual Engagement - Merchandise and Fan Tokens (Case study: Globatalent) - CSR and Fan engagement - Fan engagement and data generation 	<ul style="list-style-type: none"> • O'Connor, P., 2023. What Spotify's Multi-Year Deal Means for FC Barcelona's Financial Recovery. Forbes.
Session 5	Sports Branding: <ul style="list-style-type: none"> - Brand equity in sports: building strong brand identities for teams, athletes, and leagues. - Branded Content is the future? 	Watch/Follow: https://www.nnormal.com/en_US?srsItid=AfmBOooy-gkweydvIOUGuhWnVQyyTvlXYaTfQtMs_dhl_Sbdf77yUthK <ul style="list-style-type: none"> • https://www.kilianjornet.cat/en
Session 6	Case studies of successful sports brands. <ul style="list-style-type: none"> - The Red Bull case - The NNormal and Kilian Jornet case, including extensive group exercise on the introduction of a new sustainable running shoe into the market. 	Read: <ul style="list-style-type: none"> • iRunFar, 2022. Kilian Jornet and Camper launch new trail running brand, NNormal. iRunFar. Available at: https://www.irunfar.com • Running Magazine, 2023. Sustainability and performance: How NNormal combines them. Running Magazine. https://www.runningmagazine.com • Jornet, K., 2023. Kilian Jornet's journey with NNormal: From athlete to innovator. Trail Runner Magazine. https://www.trailrunner.com
Session 7	Sponsorships, Endorsements, and Partnerships <ul style="list-style-type: none"> - Explore the role of sponsorships and endorsements in sports marketing. - How to structure and evaluate sponsorship deals. 	<ul style="list-style-type: none"> • The students will have to do research on the topic: 'Athletes Inc - athletes becoming brands'. They will be split up in groups and per group they will have to do a presentation in class on one specific athlete.
Session 8	The role of endorsements in athlete branding and promotion. Athletes Inc: athletes becoming brands: Case studies: LeBron James; Michael Jordan; Serena Williams; Leo Messi; Cristiano Ronaldo Types of sports sponsorships (event, team, athlete). Strategies for attracting sponsors and building partnerships. Evaluating sponsorship effectiveness (ROI and brand exposure).	<ul style="list-style-type: none"> • Chadwick, S. and Burton, N., 2020. Athlete Endorsement in the Age of Social Media: How Personal Brands and Marketing Have Changed. European Sport Management Quarterly, 20(5), pp.607-624. • Smith, A.C.T., 2016. Athlete as Brands: Athletes Moving beyond Traditional Endorsement. Journal of Brand Strategy, 5(1), pp.22-35. • Filo, K., Lock, D. and Kunkel, T., 2022. Sport Brands and Engagement: Why Athletes and Fans Matter. Sport Management Review, 25(1), pp.1-12.

Session	Content	Assignments
Session 9	<p>Sports Event Marketing and Management</p> <p>Develop strategies for promoting and managing sports events.</p> <p>Understand the importance of fan experience during sports events</p>	<p>The students will have to prepare for the visit of an expert in ticket sales in major sports events. They will receive a powerpoint presentation on the ticketing business.</p> <p>Follow:</p> <ul style="list-style-type: none"> • https://gaudiumsports.com/en/home-en/ • https://unirun.cat/en/home-en/
Session 10	<p>Case study: Correbarrri, Barcelona popular running race;</p> <p>Case study F1 Barcelona</p>	<p>The students will have to work on two specific cases, whereby in groups they will have to come up with proposals for a running event and for a hospitality event related to F1.</p> <ul style="list-style-type: none"> • They will receive specific briefings for these 2 real life cases.
Session 11	<p>Event planning, ticketing strategies, and audience building.</p>	<ul style="list-style-type: none"> • Smith, J. (2023). Evolving Ticketing Strategies: The Future of Sports Events. Journal of Sports Marketing, 25(3), pp. 14-22. • Jones, A. and Williams, B. (2022). The Role of Digital Tickets in Post-Pandemic Sports Events. Sports Economics Review, 18(2), pp. 45-58. • Johnson, L. (2023). Dynamic Pricing in Sports Ticket Sales: A Review. International Journal of Sports Business, 12(1), pp. 9-19.
Session 12	<p>Venue management, hospitality, and experiential marketing.</p> <p>Marketing sports events: local, national, and global.</p> <p>Case study: Close2Sports and Hospitality</p>	<ul style="list-style-type: none"> • Case study: Close2Sports and sports hospitality.
Session 13	<p>Digital Marketing in Sports</p> <p>Social media marketing strategies for sports (Facebook, Instagram, Twitter, TikTok).</p> <p>Influencer marketing and athlete-driven content.</p>	<p>Follow:</p> <ul style="list-style-type: none"> • https://creativialab.agency/ • https://www.euroleaguebasketball.net/euroleague/

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Session 14	Data analytics: tracking fan engagement and campaign success. Mobile marketing, apps, and fan engagement platforms.	<ul style="list-style-type: none"> Ratten, V. & Thompson, A.-J. (2021). Digital sport marketing. In P. Thaichon & V. Ratten (Eds.), Developing Digital Marketing (pp. 75-86). Emerald Publishing Limited. Mastromartino, B. & Zhang, J.J. (2022). Marketing communication of sports organizations on social networks. In B. Mastromartino & J.J. Zhang (Eds.), Digital Marketing in Sports: Global Perspectives (pp. 163-179). Routledge.
Session 15	Global Sports Marketing Marketing major global sporting events (Olympics, World Cup).	<ul style="list-style-type: none"> Powerpoint presentations on the Olympic games as well as the World Cup. Zimbalist, A., 2015. Circus Maximus: The Economic Gamble Behind Hosting the Olympics and the World Cup. Washington, D.C.: Brookings Institution Press. Essex, S. and Chalkley, B., 2019. Olympic Games: The Impact of Olympic Games on Tourism Development. London: Routledge.
Session 16	Cultural considerations in international sports marketing. Emerging markets and new super powers in sports: <ul style="list-style-type: none"> - Asia - Africa - Latin America International branding and sponsorship strategies.	<p>The students will have to do research on the new superpowers in sports. with special focus on China, India and Saudi Arabia.</p> <ul style="list-style-type: none"> Play the Game, 2023. The power players behind Saudi Arabia's sports strategy. https://www.playthegame.org/news/news-articles/2023/saudi-arabia-strategy/.

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Session 17	Sports Merchandise and Licensing Developing and promoting sports merchandise (apparel, memorabilia, equipment). Licensing agreements and intellectual property in sports.	<ul style="list-style-type: none"> • Goldblatt, J., Neirotti, L.D. and Graham, S. (2013). Licensing agreements and merchandising. In: The Ultimate Guide to Sports Marketing. 2nd ed. New York: McGraw-Hill Education, pp. 197-214. • Hudson, S. and Hudson, D. (2019). Sports merchandise and its significance to brand equity. In: B. E. W. D. Hyun and S. T. Lee, eds. Sports Marketing: A strategic perspective. 2nd ed. London: Routledge, pp. 123-145.
Session 18	Sports Merchandise and Licensing Developing and promoting sports merchandise (apparel, memorabilia, equipment). Licensing agreements and intellectual property in sports.	<ul style="list-style-type: none"> • Case studies of successful merchandise campaigns. • Case study: Nike and FC Barcelona: the new deal. • Distribution strategies for sports products.
Session 19	Corporate Social Responsibility (CSR), Environmental sustainability and Ethics in Sports Marketing CSR initiatives by sports teams, leagues, and athletes. Ethical issues in sports sponsorship and advertising. Social justice movements and sports (e.g., athlete activism, diversity in sports marketing).	<ul style="list-style-type: none"> • Simon, R.L., Torres, C.R. and Hager, P.F. (2015) Fair play: the ethics of sport. 4th edn. Boulder, CO: Westview Press.
Session 20	Sustainability in sports (green events, reducing environmental impact). Case study: mobile recycling unit for international football stadiums	<p>The students will have to work in groups on a real case, related to the introduction of a mobile recycling unit in the sport stadiums, avoiding the transport of huge amounts of plastic to industrial recycling factories.</p> <ul style="list-style-type: none"> • Mallen, C. and Chard, C. (2012) 'Sport and environmental sustainability: Research and strategic management', in Mallen, C. and Chard, C. (eds.) Sport, the Environment and Sustainability. London: Routledge, pp. 1-24. • Trendafilova, S. (2018) 'Sustainability in sport: Challenges and opportunities', in Frawley, S. and Adair, D. (eds.) Managing Sport Mega-Events. London: Routledge, pp. 163-182.

Session	Content	Assignments
Session 21	Strategy and Planning in Sports Marketing Strategic planning and goal setting in sports marketing. Budgeting, resource allocation, and performance metrics. Case studies on successful sports marketing strategies. <ul style="list-style-type: none"> - Case study Patagonia - Case study Nike SNKRS 	The students will be working in class on different case studies: <ul style="list-style-type: none"> - Patagonia: earth is now our only shareholder - Nike and SNKRS: changing the sneakers game Read: https://store.hbr.org/product/patagonia-earth-is-now-our-only-shareholder/323057 https://store.hbr.org/product/nike-changing-the-sneakers-game/519039 https://eu.patagonia.com/es/en/ownership/?srsId=AfmBOoofYs7O_CuUpJM3Fa7aehQ--KB6EO6CciD1Y-C25CxVieL72gMH Watch: https://www.youtube.com/watch?v=ZQlu95rzUTM
Session 22	Case studies on successful sports marketing strategies. <ul style="list-style-type: none"> - Case study Lays and UEFA Champions League. - Case study Gatorade in the USA Case studies on failed sports marketing strategies: Gatorade in Europe	The students will be working in class on different case studies: <ul style="list-style-type: none"> - Powerade vs Gatorade: who wins? - Lays: activating its sponsorship deal in the UEFA Champions League. Follow: https://www.powerade.com/home https://www.gatorade.com/ https://www.lays.com/
Session 23	Group presentations	
Session 24	Group presentations	
	Final Exam	

REQUIRED READINGS:

- Danylchuk, K.E. (2013) 'Fan loyalty and engagement in sports teams', in Pedersen, P.M. (ed.) *Routledge Handbook of Sport Communication*. London: Routledge, pp. 141-150.
- Essex, S. and Chalkley, B., 2019. Olympic Games: The Impact of Olympic Games on Tourism Development. London: Routledge.
- García, B. (2017) 'Fan culture and community engagement in football', in Allison, L. (ed.) *The Global Politics of Sport: The Role of Global Institutions in Sport*. London: Routledge, pp. 185-204.
- Goldblatt, J., Neirotti, L.D. and Graham, S. (2013). *Licensing agreements and merchandising*. In: The Ultimate Guide to Sports Marketing. 2nd ed. New York: McGraw-Hill Education, pp. 197-214.
- Hudson, S. and Hudson, D. (2019). *Sports merchandise and its significance to brand equity*. In: B. E. W. D. Hyun and S. T. Lee, eds. *Sports Marketing: A strategic perspective*. 2nd ed. London: Routledge, pp. 123-145.
- Lonsdale, C. and Hall, H.K. (2011) 'Athlete motivation and fan engagement', in Cashmore, E. (ed.) *Sport and Exercise Psychology: The Key Concepts*. London: Routledge, pp. 91-108.
- Mallen, C. and Chard, C. (2012) 'Sport and environmental sustainability: Research and strategic management', in Mallen, C. and Chard, C. (eds.) *Sport, the Environment and Sustainability*. London: Routledge, pp. 1-24.

- Mastromartino, B. & Zhang, J.J. (2022). Marketing communication of sports organizations on social networks. In B. Mastromartino & J.J. Zhang (Eds.), *Digital Marketing in Sports: Global Perspectives* (pp. 163-179). Routledge.
- McCullough, B.P. and Kellison, T.B. (2016) 'Introduction to the intersection of sport and sustainability', in McCullough, B.P. and Kellison, T.B. (eds.) *Routledge Handbook of Sport and the Environment*. London: Routledge, pp. 3-13.
- Ratten, V. & Thompson, A.-J. (2021). Digital sport marketing. In P. Thaichon & V. Ratten (Eds.), *Developing Digital Marketing* (pp. 75-86). Emerald Publishing Limited.
- Rowe, D. (2004) 'Sport and the media: the public relationship', in Beech, J. and Chadwick, S. (eds.) *The Business of Sport Management*. Harlow: Pearson Education, pp. 218-232.
- Shank, M.D. and Lyberger, M.R. (2014). *The role of licensing in sports merchandising*. In: *Sports Marketing: A strategic perspective*. 5th ed. Upper Saddle River, NJ: Pearson, pp. 225-240.
- Shank, M.D. and Lyberger, M.R. (2015). The sport brand and consumer behavior. In: *Sports Marketing: A Strategic Perspective*. 5th ed. Upper Saddle River, NJ: Pearson, pp. 215-230.
- Simon, R.L., Torres, C.R. and Hager, P.F. (2015) Fair play: the ethics of sport. 4th edn. Boulder, CO: Westview Press.
- Smith, A.C.T. (2019). Building a sport brand: Strategic implications. In: K. Heere and R. Walker, eds. *The Routledge Handbook of Sport Marketing*. London: Routledge, pp. 150-162.
- Stavros, C. (2017). Understanding sport brands. In: C. Stavros, A.C.T. Smith, and J.J. Zhang, eds. *Sport Branding Insights*. London: Routledge, pp. 23-40.
- Trendafilova, S. (2018) 'Sustainability in sport: Challenges and opportunities', in Frawley, S. and Adair, D. (eds.) *Managing Sport Mega-Events*. London: Routledge, pp. 163-182.
- Watkins, B. (2016) 'The digital fan: technology, fandom and sport', in Hutchins, B. and Rowe, D. (eds.) *Digital Media Sport: Technology, Power and Culture in the Network Society*. New York: Routledge, pp. 100-120.
- Zimbalist, A., 2015. *Circus Maximus: The Economic Gamble Behind Hosting the Olympics and the World Cup*. Washington, D.C.: Brookings Institution Press.

RECOMMENDED READINGS:

- Bee, C.C., & Kahle, L.R. (2006). *Sports Marketing and the Psychology of Marketing Communication*. Lawrence Erlbaum Associates.
- Chadwick, S. (Ed.). (2010). *The Marketing of Sport*. Pearson Education.
- Chadwick, S., & Thwaites, D. (2005). *The Business of Sport Management*. Pearson Education.
- Ferrand, A., & McCarthy, S. (2009). *Marketing the Sports Organisation: Building Networks and Relationships*. Routledge.
- Fullerton, S., & Merz, G.R. (2008). *Sports Marketing: Creating Long-Term Value*. Thomson South-Western.
- Masterman, G. (2014). *Strategic Sports Event Management* (3rd ed.). Routledge.
- Mullin, B.J. (2000). *Sport Marketing: Managing the Exchange Process*. Human Kinetics.
- Mullin, B.J., Hardy, S., & Sutton, W.A. (2014). *Sport Marketing* (4th ed.). Human Kinetics.
- Nufer, G., & Bühler, A. (2013). *Sports Marketing: New Trends and Developments*. Routledge.
- Pedersen, P.M., & Thibault, L. (Eds.). (2018). *Contemporary Sport Management* (6th ed.). Human Kinetics.
- Pitts, B.G., & Stotlar, D.K. (2013). *Fundamentals of Sport Marketing* (4th ed.). Fitness Information Technology.
- Pope, N.K.L., & Turco, D.M. (2001). *Sport & Event Marketing*. McGraw-Hill.
- Rein, I., Kotler, P., & Shields, B. (2006). *The Elusive Fan: Reinventing Sports in a Crowded Marketplace*. McGraw-Hill.
- Richelieu, A. (2018). *International Sport Marketing: Issues and Practice* (2nd ed.). Routledge.
- Richelieu, A., & Pons, F. (2009). *Global Sport Marketing: Sponsoring, Ambushing, and the Olympic Games*. Routledge.
- Schwarz, E.C., & Hunter, J.D. (2017). *Advanced Theory and Practice in Sport Marketing* (3rd ed.). Routledge.
- Shank, M.D., & Lyberger, M.R. (2014). *Sports Marketing: A Strategic Perspective* (5th ed.). Routledge.
- Smith, A.C.T., & Stewart, B. (2015). *Introduction to Sport Marketing* (2nd ed.). Routledge.
- Stotlar, D.K. (2013). *Developing Successful Sport Marketing Plans* (4th ed.). Fitness Information Technology.
- Westerbeek, H., & Smith, A. (2003). *Sport Business in the Global Marketplace*. Palgrave Macmillan.