CHAPTER 3
The Wide World of Sports and Entertainment

3.1 Industry Segments
3.2 Special Marketing Tools
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3.4 Worldwide Sports and Entertainment Events

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Oprah Winfrey

Oprah Winfrey began her broadcasting career at WVOL radio in Nashville while she was still in high school. At age 19, she became the youngest person and the first African-American woman to anchor the news at Nashville’s WTVF-TV. Oprah served as a co-anchor for a Baltimore television station and co-hosted the local talk show, People Are Talking. Chicago was Oprah’s next career stop to host the morning talk show, AM Chicago. Her high ratings after one month resulted in expanding the show to one hour and being renamed The Oprah Winfrey Show. Winfrey established Harpo Studios, making her the third woman in the American entertainment industry (after Mary Pickford and Lucille Ball) to own her own studio. The Oprah Winfrey Show has remained the number one U.S. talk show for 19 consecutive seasons. The show is broadcast internationally in 122 countries.

Oprah believes that education is the door to freedom, offering brighter futures. The Oprah Winfrey Foundation has awarded hundreds of grants to organizations that support the education and empowerment of women, children, and families in the United States and around the world. The contributions go to education for students who have merit but no means. Oprah has developed schools to educate thousands of underserved children internationally and created “The Oprah Winfrey Scholars Program,” which gives scholarships to students determined to use their education to give back to their communities in the United States and abroad.

Oprah expanded her global humanitarian efforts with her Christmas Kindness South Africa 2002 initiative that included visits to orphanages and rural schools in South Africa where 50,000 children received gifts of food, clothing, athletic shoes, school supplies, books, and toys. Sixty-three rural schools received libraries and teacher education. Oprah began a partnership with South Africa’s Ministry of Education to build the Oprah Winfrey Leadership Academy for Girls—South Africa.

Think Critically

1. Why is Oprah Winfrey such a successful celebrity talk show host?
2. Why is it important for celebrities to become actively involved in worthwhile community service projects?
Industry Segments

Goals
- Define industry and give examples of subdivisions of an industry.
- Explain why marketing decisions are based on industry standards, norms, and trends.

Terms
- industry
- industry standards

Opening Act
Fans' commitments to favorite athletes often spill over into fan club activities. When they join a fan club, fans have access to athletic statistics, personal facts, schedules, and other information about the sports figure. Fan clubs are good for the entertainment industry because they give consumers the opportunity to communicate with their favorite celebrities. The Internet has increased access to fan clubs and has become an important marketing tool for athletes and entertainers.

Work with a partner. Choose a sports or entertainment figure who has a fan club on the Internet. What features does the club offer to its members? Do you think it is worth joining? Why or why not? Discuss your findings with the class.

THE SPORTS AND ENTERTAINMENT INDUSTRY

An industry is a group of organizations involved in producing or handling the same product or type of services. Industries may be further defined by subdivisions. Country, rock, top-40, and hip-hop are all subdivisions of the music industry. Subdivisions for the hotel industry include full service, limited service, economy, and extended stay. The sports camp industry is involved with every type of sport, dance team, and cheerleading group. Some of the subdivisions for the television industry include talk show, reality television, sitcoms, sports, and soap operas. The college sports industry covers a wide range including football, basketball, baseball, soccer, softball, lacrosse, gymnastics, and numerous others. The concert industry spans all categories of music for indoor and outdoor performances. County and state fairs are part of an industry competing for discretionary income from rural and urban residents. The car racing industry ranges from stock car to NASCAR.

Because there is so much competition for consumers’ entertainment dollars, it is important for businesses in related industries to understand consumer behaviors and spending habits. When a business has a better understanding of customers, strategies can be created to increase the market share and overcome the competition.
Industry Standards and Trends

Industry standards are the guidelines and goals set for different entertainment industries. Research is conducted to determine an industry norm, or the average expectation within an industry. For example, the standard that customers tend to expect from a three-star hotel is a clean, nicely furnished room with amenities such as a swimming pool, fitness center, room service, and Internet connectivity.

Industry norms provide examples of what to expect for attendance, revenue, length of events, and other important factors for sports and entertainment planners. An industry norm may be the average attendance at a state fair or home college football game. Industry norm may refer to the average cost for a three-day sports camp or the average salary for a professional athlete.

Industry trends show the latest demand for and consumer response to sports and entertainment events and their relative growth or decline over time. Collected data over several years may show an industry trend of growing attendance at NASCAR events or decreased enthusiasm for music concerts among young people. The professional and college sports industries are concerned with the trend of young children showing less interest in organized sports than children of previous generations. Marketing plans are often based on industry trends.

What is an industry?

MARKETING DECISIONS FOR AN INDUSTRY

Marketing decisions are based upon industry standards, norms, and trends. Entrepreneurs planning a basketball camp would check out industry standards to determine what should be taught at the camp and the amount of liability insurance to cover possible injuries at the camp. Industry norms for the sports camp would include the number of days, price charged per student, maximum enrollment for one camp, and the average revenue from related sponsors. Monitored sports camp trends would indicate the popularity of a particular camp, the best time of year for success, and the most effective advertising methods for the camp.
U.S. Sports Camps

U.S. Sports Camps (USSC) of San Rafael, California, specializes in one- and two-week overnight camps to provide thorough training in one of a dozen sports. Some of the most popular camps include tennis, swimming, football, golf, and basketball. U.S. Sports Camps manages the marketing and administration of sports camps throughout the country. Some camps are set up on college campuses with college coaches providing training and instruction. The coaches are in charge of hiring their own staff. U.S. Sports Camps has close ties to Nike. Nike sponsors many of the camps and provides Nike apparel to all camp participants and staff.

USSC invested $80,000 in the creation of a strong, information-packed commerce web site that has produced superstar results. It received $1.4 million in online sales in one year. U.S. Sports Camps attributes much of its success to direct-mail campaigns and advertisements in specialized sports magazines geared toward young athletes. The advertising invites readers to find more information on the web site. Besides providing detailed information for each camp, the web site allows attendees to register and pay for a camp through its online registration and payment features. U.S. Sports Camps has effectively handled a 20 percent increase in business with 20 percent fewer staff, due to people accessing information and registering online. The online information has eliminated thousands of calls from inquiring campers and from coaches who want to update their rosters. U.S. Sports Camps does not handle transportation arrangements for campers, but its web site provides convenient links to travel agencies that can make arrangements for them.

College Sports

An industry trend in college sports is a continual increase in salaries into the millions of dollars to attract and hold top coaches for football and basketball. To help cover some of these expenses, colleges are expanding their stadiums and attracting major sponsorships.

ISP Sports is a leader in collegiate sports marketing due to its nationally recognized quality performance, professional workmanship, and outstanding service. ISP Sports Network has more than 500 radio and 100 television outlets throughout the United States. ISP Sports is the country’s largest and fastest growing multimedia company, serving as a partner with 27 of America’s leading universities. These relationships give ISP Sports sponsoring opportunities for official university publications, radio and television programming, Internet sites, game/event promotions, and stadium/arena signage.
The Television Industry
The television industry constantly searches for programming that will produce higher viewer ratings. Reality television, makeover shows, and talent search programs like *American Idol* have replaced the more expensive sitcoms and other traditional programs. Ordinary people on reality television do not demand the millions of dollars required for celebrities starring on traditional programming. Networks are constantly trying new methods to reach viewers through the Internet, video iPods, and on-demand services from cable providers. Central Broadcasting System (CBS) has become a programming partner with SignStorey Inc., a Connecticut-based company that has video screens installed in 1,300 supermarkets nationwide. This is a new form of hi-tech promotion. The videos provide mini-programming for shoppers on topics such as health or nutrition, or they may show current sports and entertainment clips from CBS shows. The video screens usually appear in produce and deli sections where customers tend to linger.

The Concert Industry
The concert industry may be facing a huge crisis as fewer stars coming on the scene seem to have the universal appeal of older groups such as the Beatles and the Rolling Stones. Paul McCartney and the Rolling Stones continue to draw huge crowds of graying baby boomers. The former Beatle delivered an amazing energetic three-hour concert at the Staples Center in Los Angeles, California. The Rolling Stones’ ongoing tour concluded in 2006—probably the last time for their extensive tour trek.

The concert industry faces the huge challenge of replacing McCartney, the Stones, Bruce Springsteen, and other aging rock superstars. This will not be an easy task since few artists of any age or musical style can command the $300 or $400 ticket price and fill large venues with thousands of fans. McCartney and the Stones had the two largest U.S. rock concerts between 2001 and 2004, each grossing more than $100 million. McCartney’s entire 47-city tour sold out, and 2006 looks like an even better year for McCartney, with the Rolling Stones and U2 not far behind.

Average concert ticket prices in 2004 were $59, and the concert industry sold $1.96 billion in tickets. A few top performers in the country music

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**Think Critically**
Pay close attention to advertisements for a day. Keep in mind that advertising includes billboards, posters, radio spots, logos, and labels, as well as television commercials. How surrounded are you by advertising? How are some advertisements misleading?
industry, such as Shania Twain and Kenny Chesney, have also fared consistently well on their arena tours. However, the concert music experience seems less important to today’s youth than to previous generations. Music industry marketers must concentrate on filling arenas, amphitheaters, and stadiums with artist-driven or event-driven tours. The increasingly fragmented music industry and audience, combined with a marked decline in regional music, are trends that are somewhat alarming for the music industry. There are fewer music events happening in big venues across the country. The industry’s future will probably be smaller and more fragmented with more artists and smaller fan bases. The concert industry must make adjustments for the expected trends.

State and County Fairs

State and county fairs are part of an industry that has made dramatic changes to remain a viable entertainment option. Most state fairs last from one to four weeks, while county fairs generally last from three to ten days. The state fair industry is turning to a younger management group for fresh marketing ideas on how to attract larger audiences of young people. Successful state fairs have stepped up the use of technology with online advertising and ticket sales, online premium books, and special-topic news releases.

The California State Fair expanded its schedule to four weeks with Mondays off. The 2004 attendance at the California State Fair grew by 2,515 people to 918,253 people. Perfect weather and a great combination of entertainment events were a winning combination for the California State Fair. Special events included a solid entertainment lineup, a beach-party theme, new teen and children’s programs, new sporting events, and an emphasis on the arts.

The Wisconsin State Fair has gotten a financial boost through major corporate sponsorships. U.S. Cellular provided $1 million for advertising and sponsorship. As part of the sponsorship agreement, the fair’s main gate was renamed and referred to as the “U.S. Cellular Main Gate.” U.S. Cellular also received logo inclusion on the fairgrounds’ electronic message board that can be seen by drivers on the nearby expressway.

List three different forms of sports or entertainment and a current industry trend for each one.

Intermission

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Understand Marketing Concepts

Circle the best answer for each of the following questions.

1. The guidelines and goals set for different entertainment venues are called
   a. industry norms
   b. industry standards
   c. industry trends
   d. tiers

2. Trends in the concert industry include
   a. more mega superstars coming on the scene commanding concert ticket prices of between $300 and $400
   b. increasing fragmentation with more artists and smaller fan bases
   c. a marked increase in regional music
   d. increasing importance placed on the concert experience by today’s youth

Think Critically

Answer the following questions as completely as possible. If necessary, use a separate sheet of paper.

3. Research Use the Internet and current publications to study your favorite sport or other form of entertainment. List five current industry trends for that sport or form of entertainment.

   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________

4. Communication You are a junior marketing executive, and you have been asked for ideas. Based on your research in activity 3, think of a marketing strategy you would use to react to one of the trends. Write a memo to your marketing manager explaining the trend, your idea, and why your idea is a desirable response to the trend.

   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
Lesson 3.2

Special Marketing Tools

Goals
- Explain how a sports figure can be successful in the motivational lecture circuit and the publishing industry.
- Explain the purpose of and promotion methods used for sports camps and clinics.

Terms
- ghostwriter
- literary agent

Opening Act

Have you ever heard a good motivational speaker? What kinds of information did he or she include in the presentation? For how long did it affect you? Athletes and coaches with strong reputations and winning personalities can make a great deal of money on the lecture circuit. Inspirational speakers can have a strong emotional and motivating impact. As the emotional impact of hearing the first speech fades, fans will often buy tickets to hear their favorite celebrity speak again.

MOTIVATIONAL SPEAKING AND WRITING

Many people enjoy listening to and reading what well-known individuals have to say. This can result in big marketing opportunities for athletes and entertainers. Public speaking and writing is a natural job extension for many professional athletes and celebrities. In tough physical sports, such as football and ice hockey, athletes cannot plan on a lifelong career. Many extend their association with sports through speaking engagements and writing.

Successful Speaking

Speakers’ success and the prices they can charge for speaking engagements will depend on more than their sports ability. Public speakers need a different set of tools to do well, such as excellent speaking and communication skills, well-written speeches, and a message that the audience is interested in hearing time and time again.
Speakers rely on strong marketing and promotional campaigns and an agent to book speaking engagements. Agents are paid a percentage of the fees charged for the speech. Public speaking is big business in the sports industry, and training for it can be as rigorous as training for a big game. Speakers may hire speechwriters and coaches to help them create a positive public image.

**The Price of Motivation**
The All American Speakers Bureau is a booking agency that offers a wide choice of sports figures, celebrities, and other speakers charging anywhere from $5,000 to over $50,000 for an individual speech. Terry Bowden is a television broadcaster and former Auburn University football coach. He is a dynamic motivational and inspirational speaker who also happens to be incredibly funny. Bowden’s fees range from $10,000 to $20,000 per speech. Pat Summitt, the famous Tennessee Lady Volunteers’ basketball coach, commands $20,000 to $30,000 for her speeches.

**Writing Their Stories**
Writing is another way to extend or expand a sports or entertainment career profitably. People love a good story about someone’s personal experiences, failures, triumphs, and lessons learned. A well-written biography of a sports hero or a rags-to-riches entertainer is likely to sell well. These books can also set off a national publicity tour. For an athlete or entertainer who is also gifted in speaking, the two career options can go hand in hand.

**Broadening the Audience** A book written by a sports celebrity will generally appeal to people who follow that particular sport. However, some books will draw a larger audience because of universal themes and concerns. One example is *I Am Third*, a book written over 30 years ago by football great Gale Sayers. More than a book about football, this autobiography is an inspirational story about friendship, faith, and love. It inspired the 1971 television movie, *Brian’s Song*. A more recent example is *My Sergei: A Love Story*, published in 1996, in which young Russian Olympic skater Ekaterina Gordeeva tells the story of her skating career and life with her partner Sergei Grinkov, who died on the rink of a heart attack at the age of 28.

**The Publishing Process** Many sports and celebrity “authors” do not actually write their own books. Instead, they tell their story to a *ghost-writer*, often a sports or entertainment writer, who then commits it to paper for a fee. The publisher arranges for the editing, printing, and distribution of the book. The author usually receives a *royalty*, which is often a payment of ten percent or more of the price of every copy sold. While this percentage seems small, an author can make several million dollars on a best-seller.
Book prices are determined by public demand and the extent of the distribution. If the book is intended for national distribution, it generally will command a higher price than one planned for regional or local distribution. To help promote the book, publishers often require the athlete or celebrity to make appearances on television and radio talk shows and at bookstores for signings. An author often hires a literary agent who, for a percentage of the sales, plans the marketing campaign and personal appearances.

**Sports Camps and Clinics**

Why would serious young athletes want to participate in a sports camp headed by a famous athlete or coach? Perhaps they believe the top players will be best at teaching them the sport. Perhaps they hope for a professional contact who can help them “get their foot in the door” for a professional career. Parents may think this is a way of helping their child succeed in sports. Whatever their reasons, many people spend sizable amounts every year for children and teens to participate in summer sports camps and clinics. This has turned into a golden opportunity for sports marketers.

**Sponsorships**

Sponsorship is a major consideration for sports camps and clinics. The featured athlete will need to be paid. Money is needed for leasing the space for the camp or clinic and for the costs of marketing the event. Sponsors can help keep participants’ fees down by contributing products to the event, enabling more people to attend. They can also add interest to the event. In return, sponsors can promote their products and get to know their customer base better.
Sports camp and clinic organizers will target corporations to solicit sponsorships. Many companies, such as Nike and Champion, recognize the promotional value of sponsoring children’s sports camps and clinics. The companies receive positive publicity and advertising as they help groom the consumers of their products. Producers of sporting equipment and sporting goods stores are good sponsorship targets. Local businesses looking to promote goodwill in the community are also worth approaching.

The potential sponsoring business will need to know just what the camp or clinic expects from its sponsorship and what it will receive in return by way of recognition. In general, a sponsor can expect the following:

- a positive public relations campaign
- specific visibility and spoken recognition of its sponsorship
- advertising space in the camp’s or clinic’s publications
- the presence of sponsorship banners, posters, and fliers as well as placement of sponsor logos on all print materials
- potential sales of its products at the camp

Camp Expectations

What can families reasonably expect from celebrity sports camps? Generally, lodging, food, and a specific schedule of planned activities are standard, but parents should read material from the camp carefully to know just what is promised. For example, parents may send their child to a baseball camp expecting that he or she will receive a personal lesson from the baseball superstar promoting the camp. In fact, the star may not even be at the camp or only give a short welcome speech. Camp participants must determine whether the camp will meet their expectations.

Location is another important consideration for sports camps. Sometimes working parents are looking for a convenient camp where their children can safely learn the basics of a sport while they are at work. Others may be willing to fly their children across the country so they can learn advanced skills from their sports hero.

Clinics

In contrast to sports camps that may concentrate on a variety of skills, a one- or two-day clinic may focus on only one skill. A baseball clinic may be called “Secrets of the Swing” and focus on only improving batting skills. In a clinic, or workshop, sessions are generally more intense and concentrated, and the number of participants must often be more limited than in a sports-camp setting. Rather than hiring an entire staff of coaches and counselors to run the event, a clinic may have only one celebrity athlete in charge of the whole group of participants. Smaller staffs mean lower overhead costs, such as salaries.

Someone who is especially interested in improving his or her batting abilities may be more interested in a short clinic than in a general, weeklong camp that works on all phases of the game. Short clinics frequently introduce a sport to beginners. The clinic agenda may include several short sessions.

Time Out

Corporate sponsorships of stadiums and arenas are big business. Big-name corporations pay top dollar for naming rights. Below are a few examples of the annual costs being paid:

- Alltel Stadium, Jacksonville Jaguars, $620,000
- American Airlines Arena, Miami Heat, $2.1 million
- Heinz Field, Pittsburgh Steelers, $2.9 million
- Philips Arena, Atlanta Hawks and Atlanta Thrashers, $9.3 million
about each basic element of the game. A beginners’ baseball clinic might open with a description of the rules of the game. This could be followed by an interactive session on swinging the bat. Later, participants may attend a session on pitching and catching. The day could conclude with a fun practice game. These types of clinics help capture a larger fan base for the sport. As fans become more knowledgeable, they are likely to be come more enthusiastic, attend more games, and buy more sports-related merchandise.

Good Marketing Equals Success
A camp or clinic that promises but does not deliver will not last long. Camps and clinics compete for motivated attendees, and parents demand quality for their money. Good sports camps and clinics rely on reputable marketers and organizers to help them succeed. Promotional materials must be enticing, but they must also be accurate.

Promotion Once a location and sponsors are acquired, the work is far from done. Organizers will need to get the word out about the event. Sponsors will want marketers to publicize the camp or clinic and have brochures and registration materials available for their customers. Brochures should include details about the camp or clinic, including objectives, schedules, requirements (ages and skill levels), housing, dates, location, and costs. The promotional campaign should include a variety of media and methods, such as the following:

- local newspaper, television, and radio advertising
- contests or giveaways offering a free week at camp, a free t-shirt, an item signed by the camp or clinic celebrity, or something similar
- interviews and photos
- a community appearance by the camp’s or clinic’s celebrity

Ongoing Promotions The marketing does not end once the camp or clinic is in session. Sports camp organizers will work with public relations professionals to ensure that articles about the camp and its attendees along with photos make the local newspapers. Personal interest stories, such as those about a child who beat the odds to become successful at a sport, provide publicity and promote goodwill. Sponsors may choose to hold weekly drawings for their products or services as a means of continued promotion.

Follow-up materials to parents help to promote goodwill. Providing survey forms to the parents and attendees make them feel that they have a voice in improving the event. Marketers should maintain a mailing list of all who attended the camp or clinic the previous year and offer incentives for alumni, such as discounts on future camps or clinics. Marketers can also ask participants for the names of others who might be interested in attending the camp or clinic.
Advertising

Sometimes well-planned camps and clinics fail because they are insufficiently advertised. Sports marketers should conduct research in the area in which a camp or clinic is being held to find answers to the following questions:

- What do citizens read daily? Are there free, weekly publications that have high rates of advertising success?
- Do the area schools have a high percentage of participation in this sport?
- At which local sports facilities could posters and brochures be placed?
- Which are the best radio stations to consider for promotional ads?

Once the initial research is done, it is time to prepare enticing, well-written ad copy and get the information to the public. Marketers determine the best time to distribute the information by calculating the planning and preparation time necessary for participants.

Newspaper

Amateur athletes tend to follow professional activity in their sport through their local newspapers. Because papers offer reasonably priced advertising, marketers can place large boxed ads to catch the interest of potential camp participants. Other benefits of newspapers and weekly newspaper mailers are that they require little lead time. Adjustments to the ad can be made usually within 24 to 48 hours of publication time. Disadvantages of newspapers include that they do not target the clinic’s prospective attendees and they are usually thrown away quickly. Additionally, nontraditional sports, such as gymnastics, skating, and cycling, are not given much space in the sports section regularly.

Magazines and E-Zines

Sports magazines, especially those geared toward the specific sport that the camp or clinic addresses, are great places for ads. The lead time necessary to submit an ad for publication is often considerably greater for magazines than newspapers, and they are printed less often. Magazine advertising is also more expensive than newspaper advertising, but magazines tend to be read by dedicated athletes and will provide greater success in reaching prospective customers. Web magazines, called e-zines, that focus on a sport have similar advantages to print magazine promotion. Costs for online ad space vary.

Mailings and Brochures

Marketing companies can both buy and create their own mailing lists of people most likely to attend specific events. Although direct mail is the most expensive advertising method discussed here, if it is sent to a well-researched group of customers, it can be the most effective method. The marketing letter can be personalized with the addressee’s name. The materials are more likely to be read by someone with a known interest in the focus of the camp or clinic. Collecting information from satisfied customers who have attended similar events or who subscribe to sports magazines is essential in developing good mailing lists.

Explain the difference between a camp and a clinic.
Understand Marketing Concepts
Circle the best answer for each of the following questions.

1. Motivational speakers may need the services of
   a. a speechwriter
   b. a speaking coach
   c. an agent
   d. all of the above

2. Once camps are in session, public relations professionals should do all of the following except
   a. ensure that articles about the camp and its campers make the local newspapers
   b. collect inspiring quotes from campers to use in new brochures
   c. hire photographers to take pictures for next year’s ads
   d. nothing, they have done their job once the camps are in session

Think Critically
Answer the following questions as completely as possible. If necessary, use a separate sheet of paper.

3. Communication Basketball coach Rick Pitino uses “TEAM” as his speech acronym, standing for Together Each Accomplishes More. Come up with your own acronym for developing a speech. Explain what each letter of your acronym represents and how it could help you to organize your speech.

4. Geography List three good locations for a sports camp. Explain which sport(s) these locations are suited for and why. Also, suggest suitable sponsors for each of the camps and explain your choices.
Lesson 3.3

Destinations: Travel and Tourism

Goals

- Explain the role of travel and tourism in sports and entertainment.
- Discuss the roles of resorts and theme parks.

Terms

- tourism
- direct economic impact
- indirect economic impact
- niche travel
- ecotourism

Opening Act

With 18 rooms directly on Kite Beach in Cabarete, Dominican Republic, eXtreme Cabarete is a boutique hotel that caters to surf, kite, wake, and skate boarders. The unique hotel opened in 2005 and offers on-site instruction, lockers to stow gear, private bathrooms, and a full, American-style breakfast. Prices start at about $50 per night. Travelers seeking relaxing tranquility would probably not be impressed, as the hotel is designed to attract extreme sports fans. During his many business travels, the founder, Bill Lee, realized there was no hotel brand aimed at the "adventure traveler." He wants this location to be the first of a whole chain that will cater to various extreme sports enthusiasts.

There is no lobby in the hotel, but there is the eXtreme Surf and Skate Shop. The shop caters to hardcore surfers and skaters by offering high-performance boards, specialized clothing, and accessories. For the traveler looking for easy access to the sport of boarding and some lively nightlife, eXtreme Hotel is the happening place.

Work with a group. Discuss the drawbacks of owning a business that caters to a very narrow group of people. If the hotel had a more general appeal, do you think it would attract more or fewer guests? Explain you answer.

TRAVELING

The travel industry is the world's largest industry. The World Travel and Tourism Council estimates that worldwide, the travel industry employs over 220 million people. That number is expected to grow to over 240 million by the year 2013. Tourism is generally considered traveling for pleasure, whether the travel is independent or tour-based. Tourism includes vacations, family visits, and attending conventions or sports and entertainment events.

Attracting Tourists

The travel and hotel industries are closely related to the sports and entertainment industries. Most people who go to a Super Bowl will have to travel to another location to attend. A major reason for a city to want to host an event
like the Super Bowl is to attract out-of-town visitors. Visitors will purchase airline tickets, book hotel rooms, rent cars, visit local tourist attractions, and eat at local restaurants. The mission of the travel trade—companies and individuals who create and market tours—is to increase the volume of visitors and their spending.

The economic impacts to an area of an event like the Super Bowl can be classified as either direct or indirect. The direct economic impact is the total of new spending resulting from the event or attraction. There are close to 100,000 people who visit a Super Bowl city, and about one-third are travel companions who do not attend the game. The visitors stay an average of 3.5 days and spend more than $375 per day. The costs to the host city include public funding of facilities; overtime pay for police, fire, and other security forces; increased garbage cleanup; and so forth. The indirect economic impact is determined by the multiplier effect, meaning the portion of the money spent by visitors on local goods and services that is in turn spent locally by employers and employees.

Determining the direct and indirect impacts is not an exact science. One step is to examine the hotel occupancy rate from the same dates in previous years and consider the increase as a direct impact. Not all of the increased revenue will be retained locally, since many nationally owned restaurant and hotel chains will transfer some of the money to their headquarters in other locations. However, it can be assumed that at least some of the extra revenues will be received by locals who will in turn spend some of the money at local businesses. Sales taxes on all those extra sales will go to local governments who may use them to fund public projects.

Tailor-Made Vacations

The word “vacation” may conjure images of leisurely strolls through a tropical garden with a cool ocean breeze blowing through the palm trees. If beaches are not for you, travel marketers can repaint the picture. A wealth of travel opportunities exists and can be tailored to customers’ vacation tastes and budgets. People in the travel trade refer to recreational travel or tours planned around a special interest as niche travel. For example, niche travel can be designed for a group of music enthusiasts traveling through Europe listening to classical concerts.

Ecotourism

Ecotourism is responsible travel to natural areas that conserves the environment and sustains the well-being of the local people. Ecotourism attempts to minimize the negative impacts of visitors to unique and sensitive environments and cultures while helping the people of the host country.
Ecotourism involves local people in planning the products and services that will attract tourists. The use of locally owned lodging and other businesses benefits the local people as opposed to the foreign owners of major corporations headquartered elsewhere. Promoting ecotourism is a matter of educating the travel industry as well as tourists. Enjoying while at the same time preserving natural environments so that they may also be enjoyed in the future is sometimes also referred to as sustainable tourism.

Halls of Fame
As a travel destination, a hall of fame can serve as a basis for promoting tourism. Sports halls of fame cover every recreation from lacrosse to jousting and from chess to marbles. Stock cars, sports cars, power boats, drag racing, and motorcycles are a few of the “Heroes of Horsepower” honored at the Motorsports Hall of Fame of America located in Detroit, Michigan. The halls also include a multitude of non-sports interests, including the Rock and Roll Hall of Fame and Museum in Cleveland, Ohio, and the U.S. Astronaut Hall of Fame located at the Kennedy Space Center in Florida.

Attracting visitors is critical to keeping a hall of fame alive. Motivating a traveler to exit the interstate to visit requires the perfect marketing mix—the right theme for the site, a convenient location, an appealing promotion, and a fair price. Word of mouth is the best type of promotion for a hall of fame.

A Complete Destination While many hall of fame sites are a single building, the World Golf Hall of Fame is part of a complete destination—World Golf Village. A whole family can be entertained in this historic St. Augustine, Florida, location. Entertainment options include playing golf, visiting museums, shopping, and enjoying a wide selection of area dining choices. Custom packages are available that include golf, the Hall of Fame, a showing at the IMAX theater, and a selection of hotels.

What is the mission of the travel trade?

You’ve probably heard of the National Baseball Hall of Fame in Cooperstown, New York, and the Rock and Roll Hall of Fame in Cleveland, Ohio. But did you know that Daytona Beach, Florida, is home to the Hamburger Hall of Fame? There’s even (yuck!) a Cockroach Hall of Fame in Plano, Texas. The National Toy Hall of Fame is located in Rochester, New York. Access thomsonedu.com/school/sports and click on the link for Chapter 3. On what basis are toys selected for the hall of fame? How many of the toys that are currently in the National Toy Hall of Fame have you played with?

thomsonedu.com/school/sports
Resorts and theme parks are very popular tourist destinations. Theme parks are thought of as family-oriented destinations, while resorts are usually aimed at adults rather than children. Theme parks generally have activities, rides, and other attractions centered around movies, cartoon characters, or television shows that are well known to children. Resorts, on the other hand, frequently focus on a single recreational sport, such as golf, and other relaxing activities with or without a celebrity connection. Many travel destinations have combined theme park and resort features—offering the best of both in an effort to attract a wide range of visitors.

Theme Park Central
Orlando, Florida, is an extremely popular vacation site. There are seven major theme parks and a total of 95 attractions in Orlando that bring more than 50 million business and pleasure visitors a year to the city. According to the Orlando Convention and Visitors Bureau, about 47 million are domestic visitors, or U.S. tourists. There are multitudes of eating establishments and lodging that can be included in an Orlando-Disney vacation package. Tickets to the theme parks can also be customized with the per-day price dropping as additional days are added. When tickets are packaged with a Disney property lodging stay, visitors can access the park after normal closing hours, when fewer people are in the park. A “park hopper” option allows visitors to enter and exit all four Disney theme parks as often as they choose during each ticketed day. Disney has added thrill rides and young-adult nightclubs to attract more customers. To maximize the revenue per guest, Disney wants to be a comprehensive provider of all of the products and services visitors want and need during their stay.

Theme parks in other countries must also use promotional plans to attract visitors. To increase revenue in Chinese theme parks, laser and water shows are presented after dark. The late shows help keep visitors at the parks longer, increasing the amount of money they spend while there.

Intermission
Why might a theme park add restaurants and lodging to the site?
Understand Marketing Concepts
Circle the best answer for each of the following questions.

1. Tourism
   a. is the world’s largest industry
   b. is the world’s tenth largest industry
   c. has little impact on the world’s economy
   d. none of the above

2. The indirect economic impact of a tourist event or attraction to the local economy is
   a. the total of new spending that is a direct result of the attraction or event
   b. the cost of operating the event or attraction
   c. determined by the multiplier effect
   d. all of the above

Think Critically
Answer the following questions as completely as possible. If necessary, use a separate sheet of paper.

3. **Research** Conduct research online or at the library to determine how Super Bowl cities are selected. List four characteristics of the winning cities.

   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________

4. **Communication** You work for the convention and visitors bureau in your state. You want a theme park to be built in your state. Recommend a specific location and write a one-page explanation of why investors should choose your state. Specify what your state has to offer.

   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________
Lesson 3.4

Worldwide Sports and Entertainment Events

Goals
- Describe the international role of sports and entertainment marketing.
- Discuss the challenges of international marketing.

Terms
- joint venture
- infrastructure
- globalization
- piracy

Opening Act

At 7-foot, 6-inches tall, Yao Ming is hard to miss, even in a crowd. The Chinese-born Houston Rocket’s basketball star represents the globalization of sports and entertainment. Mr. Yao is the first-ever number-one NBA draft pick to come from an international basketball league. Mr. Yao’s father played for Shanghai’s local basketball team, and his mother starred on the women’s national team. He began his formal basketball training when he entered the Youth Sports School at age nine. His pleasant personality and great sense of humor made him an instant hit with fans in the United States, in China, and with sponsors. He has been voted an NBA All-Star each year that he has played. Advertisers see him as a major asset with his clean-cut image. He has done ads for Apple Computers, Gatorade, and Visa, and in China is helping McDonald’s and Pepsi. More than 200 million Chinese are expected to watch the NBA preseason games. His agent projects that he will gross over $300 million in his first ten years with the NBA.

Work with a partner. Describe the characteristics of a multinational celebrity. Why are sponsors so attracted to Yao Ming? Why is he so good at international marketing?

GLOBAL SPORTS AND ENTERTAINMENT

Like tourism, sports and entertainment is a worldwide industry. People of all nationalities enjoy some form of sports and entertainment. As the world economy grows, and particularly the economies of India and China, sports and entertainment marketers are looking overseas for new places to distribute their products and services.

An Expanding India

India has been a democracy for more than 60 years and is rapidly changing itself from a poor, third-world country into one of the fastest growing economies in the world. More and more citizens are earning enough money to
cover the basic needs of food, clothing, and shelter and have discretionary income that they may choose to spend on sports and entertainment. A growing economy brings steady, high-paying jobs with benefits, like paid time off. When people’s basic needs have been met and they have leisure time, they seek sports and entertainment to fill their day. According to Newsweek magazine, India’s movie and TV audiences are the world’s largest, and they are growing. Additionally, amusement parks and theme parks are becoming affordable options for Indian family entertainment. Turner International India Pvt. Ltd. has teamed up with International Recreation Park and Unitech Amusement Parks to bring to India theme parks designed around their two kids’ channels—Pogo and Cartoon Network.

**An Expanding China**

The potential for growth of the sports and entertainment industry in China is tremendous. China has a population of over one billion potential consumers. At least 24 of the 32 Chinese provinces, municipalities, and autonomous regions are working to increase the travel and tourism industry in their areas. Since the early 1980s, China’s economy has grown by more than 10 percent per year, and the number of middle-class wage earners has expanded.

Theme parks, amusement parks, and zoos have opened at an astounding rate, but foreign-operated attractions have not fared well in China. Between 1990 and 2006, an estimated 2,500 amusement parks opened in China. In contrast, fewer than 200 large- to medium-sized theme parks have been built in the United States over that same time period. According to the Beijing Review, a Chinese weekly magazine, only about 300 of the 2,500 amusement parks are profitable. The fast-growing economy and a huge number of consumers eager for entertainment attracted the glut of parks. The parks have generally failed because of poor marketing research, poor planning, and too much competition among parks that are too similar in nature. Standing out from the great number of choices requires a unique marketing mix.

**A World Mouse**

Disney continues to lead worldwide in the theme park industry. It opened Tokyo Disney Resort in 1983, Disneyland Resort Paris in 1992, and Hong Kong Disneyland in 2005. The Hong Kong Disneyland resort includes a Disney theme park, two hotels, retail shops, restaurants, and other entertainment venues. The park was a joint venture in which The Walt Disney Company and the Hong Kong SAR Government share the costs and profits. The SAR Government was responsible for land development of the site and much of the infrastructure, which includes water, sewer, roadways, and all other underlying framework. The park is ten minutes from the main Hong Kong airport and so is very
convenient for visitors who choose to fly to Hong Kong. The park was projected to have 5.6 million visitors during the first year but had difficulty meeting that goal due to ineffective marketing. An additional Disney park is projected to be built in China by 2010 if Disney can reach agreement with the Chinese government regarding distribution of Disney media.

Why is the number of theme parks growing in China and India?

INTERNATIONAL MARKETING

Goods and services flow quickly around the world, and international economic relationships are becoming common place. This phenomenon of international economic relationships is often referred to as *globalization*.

Scoring With Fans

Soccer, known internationally as football, is thought to have started as early as 300 or 200 B.C. in Asia and Europe and has evolved into an international sport. The sport was at times banned from certain cities due to its rowdy nature but managed to endure through the centuries. Today, more than 200 national football associations represent their countries as members of The Fédération Internationale de Football Association (FIFA), which serves as the international governing body for the game.

FIFA has helped propel football’s popularity as “the world’s game” through the World Cup, an international football tournament held every four years. Advances in communications and transportation allow international audiences to see games that take place all over the world, opening up global marketing opportunities for sponsors. FIFA calls football a “common denominator for everyone irrespective of socioeconomic and cultural differences,” making it a dream event for international marketing.

A Sponsor’s Dream

The German sporting goods manufacturer Adidas-Salomon competes with the U.S. athletic footwear company Nike Inc. to be the world leader in
sporting goods sales. Each company estimates $1.5 billion in soccer-related sales in the years that a World Cup tournament is held, and those sales figures are expected to grow. Adidas is one of the official sponsors that partners with FIFA to organize the World Cup tournament. As a sponsor, Adidas provides funding for the event and, in turn, is given certain rights to display signage, run advertisements, and use the World Cup logo on its merchandise and in advertisements.

Another of the official World Cup sponsors since 1986 is Anheuser-Busch Companies, a U.S. beer brewer. Anheuser-Busch obtained the exclusive world rights to sell and market its beer at the World Cup games, but it ran into a problem when Germany was selected to host the 2006 games. Germans do not like Anheuser-Busch beers, and they were opposed to those being the only beer products offered. Additionally, Anheuser was not allowed to use its trademark name Bud because German courts had ruled that it was too close to the popular German beer Bitburger, which is called Bit. Anheuser-Busch executives wanted their Bud brand to be presented before worldwide audiences in a positive light. They chose to give up exclusive rights and reached a compromise with Bitburger to allow it to sell Bit in the stadiums. In turn, Anheuser-Busch gained the right to use the name Bud in Germany. At the World Cup, Bud was served in commemorative souvenir cups featuring the World Cup logo. Bitburger was sold in unbranded cups.

**International Sports Trends**

The spread of baseball from the United States around the world probably started with the first world baseball tour organized by Albert G. Spalding in 1888. His Chicago team and a squad of all-stars performed at such stops as Hawaii, New Zealand, Australia, Ceylon, Egypt, Italy, France, England, Scotland, and Ireland. Spalding saw the tour as a way of opening the world to baseball and of serving as an ambassador for America.

The state of world sports today has much to do with the political history of the past 50 years. When the United States ended its occupation of Japan after World War II, it left an interesting legacy—bubble gum, baseball caps, and the sport of American baseball. The Japanese took to baseball with a passion. Leagues were formed, both amateur and professional, and Japanese children were fascinated by the diamond, the outfield, and the double play.

Major League Baseball (MLB) opened an office in Tokyo to spur promotional activity among its existing television, sponsorship, and licensing clients and to attract new sponsors and licensees. MLB also scored a hit with the introduction of the international competition of the World Baseball Classic held in 2006. Modeled after football’s (soccer’s) World Cup, the 17-day tournament was played in Tokyo, Arizona, Florida, Puerto Rico, and Southern California. The goal was to determine an authentic world baseball champion. The event cost about $50 million to produce and generated a profit of about $15 million. The largest numbers of fans in attendance at the games held in the United States were for the Latin American and Asian teams, sending a message to MLB to work harder to promote the game to Latin-American and Asian-American fans in the United States.

**Time Out**

The government of Greece has moved to cut the red tape and legal restrictions that have prevented the development of golf resorts in the country. Greece has perfect golf weather and 13 million annual visitors. With more golfing options, golfers can be expected to stay longer and spend more money.
A Connected World

When Warner Music Group Corporation merged one of its divisions, Warner Music Korea, into a new joint venture with SK Telecom Company, the way consumers buy, store, and listen to music changed dramatically. SK Telecom Company is one of Korea’s largest cellular phone companies, with markets in Mongolia, Israel, China, Vietnam, France, and the United States. This merger, in 2006, was the first time a major music company and a communications company had merged operations. It was predicted to indicate the wave of things to come. Mobile phones will play a significant role in how consumers access music.

The Warner-SK Telecom venture, called WS Entertainment, involves all of Warner’s local labels in South Korea and opens a tremendous new distribution channel for Warner. Mobile phones are one of the few retail channels that have not been undercut by piracy—theft of copyrighted material. Korea is an ideal location for the mobile distribution of music because mobile music already outsells CDs in Korea six-to-one.

Intermission

Why might cell phones be called “the heart” of the future of music?

Take a Bow

Daryl Richardson

Daryl Richardson is the owner and creative genius behind the Dallas World Aquarium (DWA), one of the few privately owned aquariums in the United States. Richardson’s high energy, marketing knowledge, and interest in marine science and conservation came together to create this “must-see” destination.

After earning a bachelor’s degree in marketing, Richardson opened a catering business, Daryl’s By Design. He soon moved the fast-growing business to a warehouse in Dallas’s edgy West End. It was roomy enough to accommodate both the catering business and his personal aquariums. Visitors thought his hobby was so fascinating that the display attracted over 2,000 guests the first month it opened to the public. DWA’s major exhibits include a simulated tropical rainforest filled with many animals and a walk-through seamless tunnel through an aquarium that provides a panoramic view of sea and reef life. DWA attracts more than 2,000 visitors per day. Its mission is to educate people about sea life and the ecology and conservation of the reefs.

The catering business and DWA’s banquet rooms are constantly booked for proms, weddings, and banquets. Major client Cessna Aircraft Company hires Richardson to organize entertainment events for its customers at exotic sites.

Think Critically

How has Daryl Richardson combined his interests to create a world-class entertainment venue? What makes the DWA a successful tourist attraction?
Understand Marketing Concepts
Circle the best answer for each of the following questions.

1. Theme parks are opening in India due to
   a. economic growth  
   b. more discretionary income  
   c. available leisure time  
   d. all of the above

2. Football (soccer)
   a. started in the 19th century  
   b. is often called “the world’s game”  
   c. is losing popularity in Europe  
   d. none of the above

Think Critically
Answer the following questions as completely as possible. If necessary, use a separate sheet of paper.

3. Research Conduct research and determine what positive social and cultural similarities to the United States make India attractive to U.S. sports and entertainment investors. List at least three.

   __________________________________________

   __________________________________________

   __________________________________________

   __________________________________________

4. Why would a company like Anheuser-Busch voluntarily give up exclusive sales rights they have purchased? Was this a smart move? Why or why not? How can other marketers apply this lesson?

   __________________________________________

   __________________________________________

   __________________________________________

   __________________________________________
Chapter 3
Assessment

Review Marketing Concepts
Write the letter of the term that matches each definition. Some terms will not be used.

1. The underlying framework supporting economic development, including water, sewers, and roadways
   - a. direct economic impact
   - b. ecotourism
   - c. ghostwriter
   - d. globalization
   - e. indirect economic impact
   - f. industry
   - g. industry standards
   - h. infrastructure
   - i. joint venture
   - j. literary agent
   - k. niche travel
   - l. piracy
   - m. tourism

2. Group of organizations involved in producing or handling the same product or service
   - a. industry

3. Responsible travel to natural areas that conserves the environment and sustains the well being of the local people
   - b. direct economic impact
   - c. indirect economic impact

4. Phenomenon of international economic relationships with goods and services flowing quickly around the world
   - d. ecotourism
   - e. global trade

5. The portion of money spent by local employers and employees that came from money collected from tourists
   - f. infrastructure

6. The guidelines and goals set for an entertainment industry
   - g. industry standards

7. Recreational travel or tours planned around a special interest
   - h. infrastructure

8. Traveling for pleasure
   - i. joint venture

9. A hired professional that plans the marketing campaign and book appearances for authors
   - j. literary agent

10. The total of new spending resulting from an attraction or event
    - k. niche travel
    - l. piracy

11. A writer who listens to an author’s story and then commits it to paper for a fee
    - m. tourism

Circle the best answer.

12. Industry ________ provide the average expectation within an industry.
    a. standards
    b. trends
    c. norms
    d. tiers

13. A business project in which two or more organizations work together and share the costs and profits is called
    a. an industry
    b. a joint venture
    c. travel trade
    d. ecotourism
Think Critically

14. How have sports, dance, and other camps changed summer vacations for families?

15. Discuss the reasons many Chinese amusement parks may fail. What strategy would you recommend to a park to help it succeed?

16. List five characteristics of excellent motivational speakers and then list five sports figures and celebrities who have these characteristics.

17. Use the Internet or your library to research a Convention and Visitors Bureau (CVB) in your state. How are CVBs funded? What is the purpose of a CVB?

18. Explain how an entertainment or sports event, such as the MLB World Series, has a direct economic impact on the city that hosts the event. Provide specific examples.
Make Connections

19. History You are a sports marketer in the early 1900s, and you want to attract international fans to the Olympics being held in the United States. Select a U.S. city and create a one-page brochure to attract sports fans from around the world to that city during that time period.

20. Geography As a promotion, Hong Kong Disneyland offered Hong Kong residents a two-day pass for the price of a one-day pass, which is about $42 U.S. dollars. At the same time, they offered Mainland Chinese and international visitors a free photo or souvenir lunch box. On a map, look at the location of Hong Kong and Mainland China. Why would the offers be significantly better to Hong Kong residents than to others?

21. Marketing Math You are a famous athlete who has written a book. You will receive royalties of 12 percent on all book sales. Your agent is to receive 4 percent of all book sales, which will be deducted from your 12 percent. The book sells for $24.95. Last quarter, 40,000 books were sold. How much will you earn from these book sales after payment to your agent?

22. Geography Use the Internet or your library to research information about Kanyakumari, India. Where is it located within India? What features make it attractive to tourists? How can tourists travel to Kanyakumari?
23. **Marketing Math** You plan to operate a basketball sports camp during the summer at Duke University. Total number of participants for the camp is 200. Camp participants will stay three nights in the dormitories. Each room will house two camp participants. The university charges you $40 per room each night. Liability insurance for the camp will cost $3,000. Meals for the three-day camp will cost $6,000. Duke University will not charge you for the use of the basketball facility. Nike will provide sporting goods used by and given to participants. You and your partner want to each clear $8,000 profit from this camp. How much will you have to charge each camp participant to meet this goal?

24. **Technology** Choose a sports figure who you believe would make a good motivational speaker. Assume you are the speaker’s agent. Use desktop or word processing software to design a brochure that provides information about your speaker, positive quotes from previous audience members, speaking fees, and contact information.

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**PROJECT EXTRA INNINGS**

The International Ecotourism Society (TIES) is an organization dedicated to developing and distributing information about ecotourism. The organization works to help make sustainable tourism an effective tool for conservation. TIES completes a number of research projects each year.

Work with a group and complete the following activities.
1. Use the Internet or library to research a current TIES project.
2. Brainstorm ways that travel and tourism can help improve the economic plight of people living in an undeveloped area while protecting their culture and the natural environment.
3. Select one idea from your brainstorming session. Based on your idea, write a plan for a sustainable tourism development project for the area. Include multiple ideas for promotion.
4. Create a brochure meant to persuade the people currently developing the area to adopt your idea.
HIGH GAS PRICES RESULT IN NEW TOURISM PROMOTIONS

Rising gas prices have had an impact on Americans’ vacation and travel plans. Many people have chosen to stay home during the summer and holidays due to record-high gas prices. Summer is traditionally the peak time for vacations.

Businesses involved in travel and tourism are aware that up to 25 percent of Americans have canceled trips. Many hotels, bed and breakfasts, and amusement parks are offering customers vouchers for gas with the purchase of several nights’ lodging or admission to amusement parks.

One-Tank Trips

Advertisements are targeting local residents. Some hotels are promoting “one-tank” getaways for short trips that only require one tank of gas to get there. The Rabbit Hill Inn in Lower Waterford, Vermont, offered discounts to guests who carpooled to the destination. Savvy marketers are trying to appeal to what matters the most for customers—saving money.

High gas prices are now the number one concern for travelers. More than 200 lodges and bed and breakfast establishments posted gas-related special offers on the BedandBreakfast.com web site where travelers can book reservations at bed and breakfasts around the country.

Six Flags has 29 theme parks in North America. Customers of the amusement parks were offered $15 discounts when they provided proof of a gas purchase. The promotion generated so much interest from consumers that the parks extended the offer for an additional month. Best Western, the world’s largest hotel chain, gave away $50 gas cards with a three-night stay at participating hotels.

Some families have restructured their vacation expenditures by skipping expensive meals, staying with relatives, and driving shorter distances for day trips within the state. People are making lifestyle changes to deal with the high gas prices.

Think Critically

1. Why are restaurants and hotels concerned about high gas prices?
2. How can state travel and tourism departments capitalize on the high gas prices?
3. How will rising gas prices affect the types of cars rented from car rental businesses?
4. Why are amusement parks good travel destinations for families?
Six Flags is constantly looking for ideas to increase the attendance at its 29 theme parks throughout the United States. It is competing against Disney, Universal Studios, and other major theme parks throughout the country. For many consumers, visiting a major national amusement park has become a “been there, done that” experience.

High gas prices present a challenge for the tourism industry. Six Flags believes that high gas prices present an opportunity to sell more park passes to families looking for economical vacation choices.

Your team has been hired to develop a marketing plan to attract more year-round family business to Six Flags amusement parks. Your marketing campaign should emphasize the economic value of a family vacation to Six Flags. You must include incentives for those families that choose the amusement parks as their vacation destination. You must develop an appropriate marketing campaign to attract the attention of the entire family. The marketing plan must also include entertainment options for the adults.

Your team has 30 minutes to prepare your marketing plan. You may use notes made during your preparation time in your presentation, but note cards may not be used. Both members of the team have a total of ten minutes to describe the team’s analysis of the situation to the judge (representative from Six Flags). The judge has an additional five minutes to ask questions.

**Performance Indicators Evaluated**

- Communicate an appropriate marketing plan for increasing family business at Six Flags.
- Develop appropriate promotions for all age groups.
- Demonstrate critical thinking and problem-solving skills.
- Sell the promotional plan to the representative from Six Flags.
- Develop strategies to overcome Six Flags’ competition.
- Prepare appropriate strategies that are sensitive to the economic conditions.
- Demonstrate an understanding of marketing-information management.

Go to the DECA web site for more detailed information.

**Think Critically**

1. Why is it difficult to attract visitors to amusement parks?
2. Why must an amusement park constantly update its attractions and rides?
3. Give examples of special events that could take place at Six Flags for major holidays such as Fourth of July, Labor Day, Thanksgiving, and Christmas.

www.deca.org