

Module 1. Describe the role of communication in sports organizations

Imagine this scenario:

Juan Carlos is the CEO of a very successful, competitive swimming organization located in Alicante, Spain that has almost 1000 swimmers ranging in age from 6 years old to 72 years old. The club has been so successful because the six permanent coaches have been exemplary at teaching younger swimmers how to excel in competitions and the club has actually produced a handful of Olympic swimmers in its 58-year history. As Juan Carlos sits down at his desk to start his day, he surveys his task list:

- Write the Head Coach's yearly evaluation;
- meet with the Head Coach to discuss the coming year;
- create a marketing plan for the fall season;
- email with Speedo about a sponsorship for the team;
- write a budget presentation for the Board of Directors meeting that evening;
- interview a new assistant coach;
- attend the Board of Directors meeting at 5 p.m.

Juan Carlos has just gotten into writing the evaluation for the Head Coach when his phone rings. It's a very angry parent accusing one of the Assistant Coaches of hitting her son at the swim meet the prior weekend after the swimmer missed one of his events because he was socializing with friends rather than paying attention to the meet. The parent screams at Juan Carlos for 5 minutes then demands to know what Juan Carlos is going to do to fix this problem because if he can't do anything, she's going to call the police and to sue the swim team. He tells the parent that this is the first he has heard of the situation, assures her that under no circumstances does the team condone disciplining the swimmers this way, and that he will look into it immediately and get back with the parent as soon as he can. The parent shouts at him again that he had better do SOMETHING then slams the phone down, hanging up. No sooner does Juan Carlos hang up, then his phone rings and it's Adelina, the club's HR Director. She informs him that there are messages all over Facebook about the coach's alleged behavior.

Juan Carlos did not plan to spend his day addressing this situation, but obviously he has to take action before the situation gets worse. As he sips a cup of coffee he wonders how he is going to handle this situation with the parent. He also wonders how he is going to complete all of the work that he needs to get done today before the Board of Directors meeting later that evening.

Unit 1.1 The role of communication in sports organizations

Communication is one of the key job requirements of any manager and as we see in this scenario with Juan Carlos, sports organizations are no different than most other organizations. Juan Carlos has multiple management tasks to complete, nearly all of which involve communication in some way: he intends to write a performance evaluation, and outline a marketing plan. He has to schedule a face-to-face conversation to evaluate the Head Coach and interview a candidate for Assistant Coach. Then, of course, he takes the phone call from the parent and now has a completely new set of communication challenges such as calming the parent, communicating with the team's general counsel, and speaking with the coach accused of hitting the child. He also has to assess to what degree the organization will respond to what is circulating on social media.

1.1.1 Management is communication

To successfully do his job, Juan Carlos, like all managers, will spend the vast majority of his time engaged in some kind of communication task. Think about all of the work that managers do, such as evaluating employees, setting strategy, communicating with clients, or trying to persuade their supervisors to invest in a new project. We don't often think of management as communication, but if we carefully examine the work that managers do most often, we see that management is communication. To do "management" requires communication. Consequently if we are to help our organizations succeed, and at the same time advance our own careers, we need to learn how to become effective communicators (Andrews and Andrews 2004).

Juan Carlos, like most managers, also needs to be effective at communicating in multiple ways. If you look back at his task list, you'll see that he will be writing, speaking, and sending emails. He will also have to translate numerical information about the budget presentation for the Board of Directors. Managers, in other words, he will have to be skilled at creating different types of communication for different purposes for different audiences. No single medium of communication is more important, easier, or harder than others to work with; they are just different. Effective managers know how to communicate in different types of media to communicate different types of information. For example, it wouldn't make sense to talk about budget numbers strictly with words; it's better to communicate that visually with the numbers themselves. Likewise, it wouldn't make sense to speak with the coach accused of hitting a child via SMS. Different

situations require forms of communication and effective managers are good in all available media.

As we see in the example with Juan Carlos, addressing the parent's complaint will be solved through communication. In most formal organizations, communication accomplishes work; it gets things done. Certainly, a great deal of communication occurs to build community or connections among coworkers, but the majority of the communication that occurs at work intends to solve some problem or overcome some barrier or perhaps give direction. Communication in organizations is therefore "functional" and not "expressive" as we'd find in the case of novels or other types of communication and a great deal of what we do at work relies explicitly on communication to occur. For example, we evaluate employees in writing and in conversations. Evaluation, therefore, is accomplished THROUGH communication.

In most cases, work simply can't happen without communication. Consequently, to succeed as managers, first, we need to believe in the importance of communication at work and, second, we need to develop the skills to become effective communicators.

How do we become effective communicators? Re-read the opening scenario. How many different audiences does Juan Carlos expect to address during his day? We know he has to address the coach, Speedo, the Board of Directors, and a potential new employee. How many different purposes does he have? He is evaluating the Head Coach, persuading Speedo, informing the Board of Directors. What is the context for each of these encounters? He will meet the Head Coach in his office for the evaluation and will correspond via email with Speedo. He will be meeting the Board of Directors over a dinner meeting. None of this even considers the complexity of addressing the situation introduced by the parent accusing an Assistant Coach of hitting her child. He also has to assess to what degree he will have the organization respond to what is being said on social media about the incident,

As we can see in the example with Juan Carlos, we should ask ourselves three key questions that apply in EVERY communication situation:

1. Who is the audience?
2. What is my purpose?
3. What are the constraints?

We turn now to exploring the key components of communication and the tools necessary for addressing these components (Bitzer 1968).

1.1.2 Understanding audience

The first, and perhaps most important question, to ask in every communication situation is “Who is my audience?” Communication simply doesn’t exist without an audience because there is always at least two people in every situation: the person who is trying to send a message and somebody who will hopefully receive that message. If we attempt to communicate without a clear sense of audience, or conversely, believe our audience to be “everybody,” then we’ll seldom see good results. We need to begin with a concrete image of the person or people who will receive our communications and design our approach according to their needs, knowledge, background, and intentions. We often think that when others misunderstand us it’s THEIR fault. However, the opposite is actually true: it’s OUR fault when another person misunderstands. If others misunderstand what we communicate, that’s a definite sign that we haven’t carefully considered their needs as an audience. Remember that communication has two participants, the sender and the receiver, and unless both parts are successful, the entire transaction fails.

Multiple types of audiences exist and often they overlap. Therefore, it’s important to think about a PRIMARY AUDIENCE first and then secondary audiences afterward. We should have a clear idea of our primary audience for every communication event, whether it’s an unimportant, short email or an important, very long proposal. While many types of audiences exist, in general at work, we communicate for the five types of audiences outlined below. Pay close attention to why each audience interacts as well as the ways to design successful communication for that type of audience.

Five types of audiences and how to communicate with them

GENERAL AUDIENCE

Definition: People outside of their particular field of specialization.

Characteristics: Typically interact for enjoyment and have little prior knowledge on the topic so this is NOT a “captive” audience.

Communication Strategies:

Content: Topics that relate to their daily lives; communication must include ample background information, usually in summary form rather than detail; give practical information rather than theory; provide extended definitions; use anecdotes and other human interest information.

Organization: Employs narrative, chronological form; moves from least complex to most complex, from most interesting to least interesting, and from general to specific.

Style: Informal; uses plain language, few technical terms, and no jargon.

Design: Includes lots of white space, color, and eye-catching graphics including simple charts, maps, bar graphs, and photos.

MANAGERS AND DECISION MAKERS

Definition: People responsible for decisions regarding personnel, production, or profits.

Characteristics: Interested in effects and costs rather than in theory or mechanical applications. These individuals might have broad knowledge of the field but are not involved in technical work.

Communication Strategies:

Content: Includes concise background information; makes recommendations based on data and includes non-essential data and information in an appendix.

Organization: Deductive reasoning is used with most the important information at the beginning.

Style: Formal but readable and in plain language; includes verbal explanations of data.

Design: Uses headings and white space for easy access to data; Includes graphics such as pie charts, bar graphs, simple line graphs, and tables.

EXPERT

Definition: People trained in the theory, and probably the applications, of a specific field.

Characteristics: Looking for new information; desire to evaluate the content that is presented in order to apply or expand their knowledge; this is a captive audience.

Communication Strategies:

Content: Includes detailed background information that evolves from theory and leads to practical applications; research methods must be outlined in sufficient detail for replication; authors must draw conclusions from the data.

Organization: Reasoning is inductive with the narrative moving from specific to general content; must include conclusions and recommendations at the end; adheres to typical scientific report form.

Style: Formal and objective with standard terms, abbreviations, and technical formulae or equations; longer and more complex sentences and longer paragraphs.

Design: There is little need for white space but this individual requires excellent headings and a format which includes more complex tables, line graphs, charts, and illustrations.

TECHNICIAN

Definition: Audiences trained to build and maintain specialized equipment.

Characteristics: Interested in how equipment works and not in theoretical experimentation or explanation.

Communication Strategies:

Content: Includes a general description of equipment, parts, operating principles, and maintenance; emphasizes details for troubleshooting rather than theoretical background.

Organization: Ideas are presented sequentially or chronologically.

Style: Uses active voice with standard terms and abbreviations but few definitions; verbal explanations accompany visuals in short sentences and paragraphs.

Design: Includes carefully-labeled drawings and descriptive headings surrounded by plenty of white space; shows numbered steps with colorful charts, graphs and photographs.

OPERATOR

Definition: People responsible for actual operation of equipment.

Characteristics: Interested in how equipment works and not in explanations of why it works.

Communication Strategies:

Content: Emphasizes mechanical operation; includes detailed operating instructions.

Organization: Ideas are presented sequentially or chronologically.

Style: Uses active voice and imperative mood with no formulas or equations; sentences and paragraphs are short and precise.

Design: Uses lots of white space surrounding numbered steps, illustrations, and photos; employs blow-up diagrams in order to explain operation; includes warnings and cautions set off by lines, boxes and colors.

As you can see from these descriptions, different types of audiences have different needs and requirements so understanding which one you are trying to reach BEFORE your initiate a communication helps to ensure that you'll be as effective as possible. In order to help you carefully analyze your audience, especially for very important communication events, complete the "Audience Analysis Tool" shown below.

To practice using the tool, pick three of the situations that Juan Carlos faces and imagine that audience. Now complete the tool below for each audience. Which audience type represents each situation? Do you have a more sophisticated image of each audience type now that you've read about the characteristics of each audience? How has your new insight changed the way that you would craft communication if you were Juan Carlos?



Table 1: Audience Analysis Tool

Audience Analysis Tool
<i>My audience is _____,</i>
<i>who know _____,</i>
<i>who believe _____,</i>
<i>and will use this document to _____.</i>

Source: Elaborated by the author.

1.1.3 Understanding purpose

Understanding your audience is only the first step in creating effective communication. Recall that every communication event has two participants: you and the audience. Therefore, it's important to understand what YOU want to accomplish before you begin communicating so that you can clearly deliver that message to your audience in a way that makes sense to them.

As we noted earlier, communication at work, regardless of organization type, almost always solves some kind of problem. Therefore, it's very useful to think about communication as bridging a gap between where you are right now and where you want to be in the future. Communication, therefore, spans the boundary between the actual situation occurring right now in this moment and the ideal situation that you would like to exist in the future. If you imagine this geographically, communication allows you to cross from one side of a canyon to another; communication connects where you are and where you want to be.

The distance between where you are and where you want to be can vary widely. In other words, the communication required might be fairly unimportant because the distance is not very big. When the distance is small, the type of communication required can be far less sophisticated. For example, informing somebody about a new meeting time doesn't require a lengthy email; instead a few quick words will suffice. The bridge between what your audience knew—the old meeting time—and what you want them to know—the new meeting time—is very short. It's not hard to get from one place to the other. However, if you are negotiating a five-year contract with a new partner, the complexity requires far more communication: the bridge is longer and needs to be stronger because it has to traverse a greater distance to move your organization from where they are to where they want to be. While we might think about dozens of different purposes for communication, they generally fall into one of the four categories outlined below.



Four purposes for communicating

PERSUASION

Definition: Communication that convinces readers to act, feel, think or believe differently than they currently do and presents things as they COULD BE.

Characteristics: Typically created to solve a problem and normally directed to decisions makers/managers.

Communication Strategies:

Content: Relates the problem to the audience and how it impacts the audience or what matters to the audience; shows how the future will be better if the audience adopts the writer's perspective.

Organization: Problem/Solution structure that includes benefits of the proposal over the status quo.

Typical Examples: proposals, process change requests, funding requests, job applications.

EXPOSITION

Definition: Communication that relates facts with little commentary or describes situations with little analysis to show how things ARE.

Characteristics: Typically created to cover a knowledge gap where one party possesses information that another needs or wants.

Communication Strategies:

Content: Presents complete information about the situation or problem; records events; shows events or objects as they actually are.

Organization: Deductive structure with most important information at the beginning organized according to the structure of the topic.

Typical Examples: meeting minutes, performance evaluation, technical presentations (Closely related to Description).

NARRATION

Definition: Communication that tells a story or presents a chronology of events that shows how things CAME TO BE.

Characteristics: Typically created to demonstrate the history of a particular topic or to describe how events unfolded to result in a current state.



Communication Strategies:

Content: Includes information that allows the audience to imagine the events as they happened and how they contributed to the current state; includes only details relevant to presenting the history.

Organization: Chronological structure, with events ordered according to how they occurred in time. Often deductive with the outcome expressed first and then the story revealing how the outcome occurred.

Typical Example: personnel complaint, problem report, process descriptions/instructions.

DESCRIPTION

Definition: Communication that carefully describes an object and presents a detailed picture of a thing or phenomenon to show what THINGS LOOK LIKE.

Characteristics: Typically created to present details that enable an audience to picture the thing and places the thing into a context so that the audience can understand the scale of the thing.

Communication Strategies:

Content: Includes detailed descriptions of equipment, parts, operating principles, and maintenance; emphasizes details.

Organization: Content is presented spatially to show how components relate to each other; ordered into large groups which are then divided into subgroups/component parts.

Typical Examples: organization charts, technical specifications, product descriptions, damage reports

Each of these purposes contains a vast array of possible types of communication. For example, "Persuasion" contains proposals for new projects, initial contract offers, process improvement ideas, or a request for a raise. Rather than think about your purpose, for example, as "getting a raise," think about it as "persuading my boss that I deserve a raise," and then reference the strategies for each type of purpose to construct your communication. All communication at work, except that intended primarily to build relationships or to socialize, can be categorized into one of these four types and understanding your purpose BEFORE you communicate will help you craft the most successful messages. In order to help you fully understand your purpose, especially for very important communication events, complete the "Purpose Analysis Tool" shown below.



To practice using the tool, pick three of the situations that Juan Carlos faces and what each situation requires. Now complete the tool below for each purpose. Which situation represents which type of purpose? Do you have a more sophisticated understanding of the complexity facing Juan Carlos now that you've read about the characteristics of each purpose? How has your new insight changed the way that you would craft communication if you were Juan Carlos?

Table 2: Purpose Analysis Tool

Purpose Analysis Tool
<p><i>My purpose is to</i> ____ (Insert purpose type here, for example "persuade") _____</p> <p><i>my audience</i> _____ (insert your ideal state here, for example, "to give me a raise") _____</p> <p><i>Because</i> __ (insert your current state here, for example, "I just signed a big customer) _____.</p>

Source: Elaborated by the author.

1.1.4 Understanding Constraints

Every communication event has a set of parameters that limit what is possible for crafting a message IN THAT MOMENT. These constraints determine many of the specific choices that you will make in any given situation because they provide the unique "flavor" for a given moment. Constraints represent all the practical matters associated with creating communication in any particular moment, in other words. It would be easy to say that constraints are "everything else" in the situation, but along with audience and purpose, constraints point you in a direction as you compose, forcing you to focus your communication to achieve maximum effectiveness.

Constraints translate across all communication events whether they are at work, at home, or with your friends. These qualities are not specific to work and after you review the four constraints below, you probably will realize that in most situations you consider some of these constraints intuitively:

Four types of constraints

DISTRIBUTION

Definition: The medium of delivery for your piece of communication.

Channels of Distribution:

Written: The content will be viewed on paper such as a print report, or technical manual.

Visual: The content will be primarily visual such as a flow chart, figure or graph.

Digital: The content will be delivered on a computer screen—whether a "real" computer or handheld device—as an email, webpage, a text message or as part of a multimedia application.



Oral: The content will be delivered as a “speech” without writing.

In practice, of course, these often overlap, but it’s important to know what the primary distribution mechanism will be because, for example, online text is written differently than text that accompanies a presentation.

GENRE

Definition: The standard “form” of a piece of communication; the type of object that your communication “is” (NOT the medium).

Some Examples of Genres

Proposals: A proposal has a typical structure: Overview, problem statement, solution, schedule, request for action. All proposals will follow this “generic” form.

Contracts: Contracts have an infinite number of variations, but they always commit different groups to doing certain things.

Memos/Emails: Everybody is familiar with memos. DATE, TO, FROM, SUBJECT. But the content of the memo could serve any number of functions such as a report or proposal.

Evaluations: Performance evaluations often detail a person’s accomplishments, areas of weakness and a plan for improvement.

TIME

Definition: The amount of time that you have to create communication AND the amount of time your audience has to use your communication.

Some Questions to Understand Time

For the author:

- Do I have a timeline to produce this piece of communication?
- Given the timeline I have, what are the essential things that I must be sure to communicate?
- Can I use another communication to serve as the basis for this one to save time?
- Do I need to work with a team to compose this communication?

For the user/reader:

- Will the audience study some parts of the communication and ignore others?
- Will the audience have time to review every detail?
- What content is most essential for the audience to possess?
- Will the audience have time to review the communication with me or must the communication stand alone?

In the workplace, time is a premium commodity so be sure to consider your time as well as the time of your audience. Consider your time to make sure you can create a successful communication piece; consider your audience’s time to ensure that they’ll be able to comprehend your key points and takeaways.

PLACE OF USE

Definition: The location where a piece of communication will be used by the audience.

Some Examples of Different Locations and Some Sample Concerns

Playing Field: Can a coach quickly read and comprehend your meaning? Is the type large enough and are the words minimal?

Mobile Environment: Are the materials heavy and cumbersome or light and minimal? Can the communication pieces be reviewed outside as well as in confined spaces such as a car seat?

Office Environment: If your document is printed does it stand out from other documents in design? If the document is electronic, have you written concisely and eliminated unnecessary detail?

These three hypothetical examples represent just the beginning of possible places of use for communication. The important thing is to think about how the audience will actually INTERACT with the communication you produce and allow for them to succeed in understanding that communication regardless of their environment.

In addition to considering your audience and your purpose before you communicate, you should also think about all of the constraints. Effectively crafting communication to anticipate the limitations created by constraints will make your communication more effective because you will have made understanding easy for your audience. As a communicator, your job is to make understanding easy for your audience and if your audience has to work too hard, you haven't effectively addressed the constraints of the situation.

In order to help you analyze constraints of a communication event, especially for very important communication events, complete the "Constraints Analysis Tool" shown below. To practice using the tool, pick three of the situations that Juan Carlos faces and imagine what types of constraints he faces. Now complete the tool below for each situation. How does the time pressure of the board meeting affect his ability to create a good presentation? What genre of communication must Juan Carlos use to calm the angry parent? What medium does the performance evaluation for the Head Coach require? Do you have a more sophisticated image of the challenges facing Juan Carlos not that you've read about constraints? How has your new insight changed the way that you would craft communication if you were Juan Carlos?

Table 3: Constraints Analysis Tool

Constraints Analysis Tool
<i>My audience is going to read/use this piece of communication in _____(insert channel here) _____ form and this communication is like _____(insert genre here) _____ that I've seen before. I have _____(time) _____hours/days/weeks to create the communication and my audience will have _____(time) _____hours/days/weeks to review and comprehend the communication in _____(insert location of use here) _____ type of environment.</i>

Source: Elaborated by the author.

Obviously, you wouldn't complete each of these tools for every type of communication event. However, the more you practice using these tools as you develop communication solutions to different types of problems, the more they will become second nature to you. Once you have become skilled with using the tools and thinking carefully about audience, purpose and constraints in complex situations, the more effectively you'll be able to design communication for everyday common situations.

Think about the most effective communicators that you know. How would you characterize the way that they address the three major components of communication, whether they do it consciously or not? Which among the three components—audience, purpose and constraints—occur to you most naturally and which do you find the most challenging? Can you recall a complex communication situation where you succeeded and one where you failed? Now that you understand the components of communication, what explains your success and your failure?



Unit 1.2 Challenges unique to sports organizations

The fundamentals of communication don't change. They apply in every workplace, every organization, and in every communication event. There is always an audience, a purpose and constraints and our job as leaders is to understand how to successfully manage these three components to achieve the goals that our organizations require of us.

1.2.1 Applying the three components of communication to sports

Although the components themselves apply in every situation, how they work across industries or types of organizations changes. Banks, for example, differ with restaurants and both of these differ with construction companies. Within each of these types of organizations or industries, though, some similar characteristics apply. Sports organizations have their own set of challenges and unique characteristics for communication that separate them from other businesses or organizations (Quirk and Fort 1997) and in what follows, we'll briefly examine sports organizations from the perspective of Audience, Purpose and Constraints to explain how sports organizations are different.

1.2.2 Addressing three audiences: athletes, employees and customers

Sports organizations, whether they are a local swim club like the one Juan Carlos operates or an international sports team like FC Barcelona, are challenged to simultaneously meet the needs of at least three audience: athletes, employees (for example coaches), and customers. Each of these audiences has different needs and to communicate effectively with each, we have to think about them as unique audiences.

Athletes. Professional athletes or recreational league athletes present many of the same communication challenges. First, they need to be coached to improve and operate as a team (if it's a team sport). In this respect, athletes expect to have information presented to them that will help them grow and improve. Information must be presented to them in a style that clearly gives directions and carefully describes how to improve. The communication must also motivate the athletes and therefore needs to be positive.

Employees. Professional athletes are certainly employees of a team, but by this designation we mean the individuals who support or guide the sports organization rather than participate in it. This audience would include coaches, administrative staff, management, promotions and marketing, ticket sales, and all other employees who maintain the organization. These employees receive communication to manage all aspects of the organization and so each of our five audience types apply here. For example, accountants are experts in their field and so should be addressed as experts.

However, the organization's leadership must make decisions and should therefore be addressed as managers. The key fact here is that these are employees within the organization whose job is to ensure the success of the organization and good leaders will customize their communication to each group within the organization.

Customers. Sports organizations might have two types of customers: fans and paying members. For example, The LA Lakers have a world-wide fan base the organization must craft messages to meet the needs and interests of that fan base. However, in a local organization, like the one Juan Carlos manages, the individuals who pay to participate are also customers. In this case, the organization is much like a retail company that is providing a service to the athletes and the organization has to meet the needs of the athletes (and their parents). In either case, sports organizations must pay very careful attention to their fan base and work hard to retain those fans (Grey and Wert-Grey 2012).

The challenge with sports organizations is that they must simultaneously serve all three types of audiences if they hope to succeed. Each audience has specific needs and a different relationship with the organization. In some ways, the complexity parallels all other organizations since sports organizations simultaneously manage internal and external communications. However, the specific needs of athletes, coaches, and fans makes sports unique.

1.2.3 Expressing two purposes: winning and creating new revenue streams

Just as sports organizations must simultaneously meet the needs of multiple audiences, most sports organizations now find themselves in an extremely competitive market where they not only hope to win in their sport but also to create new revenue streams. Think about the opening case with Juan Carlos. Presumably, he wants his athletes to win at swimming, but he also communicates with Speedo about a sponsorship. That sponsorship supplements the fees that parents pay for their children to swim, for example, so Juan Carlos is also trying to create new revenue streams. Let's take a look at these two purposes.

- **Winning.** Certainly we all hope that sports organizations have the goal of winning. That is one of the key drivers for competition: to win. Of course recreational sports, like school soccer and basketball leagues, have the added goal of helping to teach the sport and probably to help teach teamwork, discipline and other important skills. However, all sports organizations position athletes to compete and so a primary purpose for these organizations is to help their athletes and teams WIN. When coaches DESCRIBE better ways of hitting a ball, or when coaches PERSUADE a team that they can win even though it appears otherwise, or when a coach NARRATES a story of a past player's success, they do so with the intention of winning. Each

individual piece of communication will one of our five purposes, but the overarching goal for sports organizations is to win.

- **Create new revenue streams.** In a world where individuals have nearly endless ways to spend their time and the Internet has made access to information very easy, sports organizations find that they need to create new revenue streams. The NFL in the United States, for example, has begun to play games outside of the U.S. to help build its international fan base. The NFL also has merchandising deals, TV contracts, and advertising revenue. Regardless of whether a sports organization is for-profit or non-profit, it has to be financially sustainable and in the last 30 years, the competition has increased dramatically. Professional organizations compete against all other sports programs on TV, cable, and the Internet for viewers and recreational teams compete against all other forms of recreation for paying customers. The proliferation of opportunities means that revenue is spread more thinly among more organizations and consequently, all sports organizations need to locate new sources of revenue.

These two purposes of winning and increasing revenue streams are related, of course, because teams that win find it easier to locate new sources of revenue. Organizations expend a lot of effort to ensure that their athletes win by effective coaching—a form of communication itself. However, sports organizations also spend a lot of time communicating with fans and customers, as well as negotiating contracts and sponsorships, to ensure that they have a diversified and sustainable revenue stream. Ensuring revenue requires lots of communication and sports organizations in the 21st Century spend far more time on efforts to generate revenue than any other time in the history of sports.

1.2.4 Meeting two constraints: technology and globalization

The constraints that sports organizations face closely parallel the purposes outlined earlier. In fact, many of the challenges organizations face to increase revenue streams are a direct result of the way technology has created a globalized marketplace for sports, especially professional sports organizations. But local sports clubs such as the swimming team managed by Juan Carlos in the opening story also feel the pinch of technology and globalization because people who might once have been inclined to participate in sports now have access to forms of entertainment offered by technology. Let's look a little closer at each of these.

- **Technology.** The biggest change in the last 20 years has been the Internet. It has fundamentally changed the way most organizations operate and has introduced communication complexities that didn't exist even in the 1990s. For example, much communication is now instant such as Facebook, Twitter, and Instagram, and so organizations have to be savvy about their use of these channels. The Internet also

allows a global audience to view sports events from the other side of the globe in real time. The Olympic Games and soccer's World Cup are two good examples of sporting events viewed around the world in real time. But technology, and the Internet in particular, also crowd the attention of sports fans and those who compete in sports. For example, young people who once participated in local baseball leagues might now choose to spend their time playing video games, even if they compete with players from across the world.

- **Globalization.** All brands now have the potential to be global and sports organizations recognize that their audience is no longer just in their local geography. This especially impacts major professional sporting leagues such as the Rugby League International Federation because the teams compete across national boundaries which means the fan base might be truly global. Local and recreational teams also might be impacted by globalization because a local swimmer, for example, can now compare times with international athletes through a simple Google search.

Clearly, technology and globalization are two very key constraints and they reflect the earlier concepts of "Distribution Channel," "Place," and "Time" because one sport now competes for attention (time) with every other sport because the Internet (distribution channel) makes content available everywhere in the world (place). That relationship is fundamentally altering the traditional dynamics of sports (Gupta 2009).

The communication challenges to sports organizations become increasingly complex each year as new technologies, teams and even sports are created (or re-discovered). We can describe these challenges, however, in the general terms of the three main components of communication: Audience, Purpose, and Constraints.

Key Takeaways

1. The three main components of every communication event are Audience, Purpose, and Constraints.
2. All communication events require both somebody creating a message and somebody receiving it to be complete. There is no communication unless a message is sent and an audience comprehends it.
3. While we can define an endless range of specific audiences, all of these can be categorized into five types: general, expert, manager, technician, operator.
4. Every communication event seeks to solve a problem and those purposes must be defined before communicating. Many specific purposes exist, but all of these can be categorized into four types: exposition, persuasion, narration, and description.
5. Each communication event has a set of particular limitations and those are called Constraints. The constraints can take infinite forms, but they can be categorized into these four groups: distribution channel, genre, time, and place.

6. Sports organizations share qualities with most organizations but face specific challenges in the categories of Audience, Purpose and Constraints.
7. Sports organizations have to address at least three audience simultaneously: athletes, employees, customers.
8. Sports organizations seek to accomplish at least two purposes simultaneously: winning and increasing revenue streams.
9. Sports organizations face many constraints, but two are most important: technology and globalization.

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