4. Integration

In order to be successful and have sustainable excellence in the world of sport today, the sport organization must have a strong basis in proper marketing. This marketing is often led by the senior-level sport executive but executed by every person within the organization. It is not only the job of the marketing department to *market* for the organization, but rather a job of every employee and partner who has a vested interest in seeing the organization succeed. In order to be progressive in today's ever-changing market, the sport executive should have a firm grasp of where marketing, more specifically sport marketing, has come from. Once you understand the history behind the science and all of the relevant events that are tied to it, it is then good to form a proper basis of knowledge pertaining to methods and theories within marketing. With the use of these methods and tools, an organization will then be able to become more knowledgeable about itself, its consumers, and its competitors. Having all of these points of data established is important because then the organization can truly define itself and its marketing mission. The mission is established as an overall umbrella of an organization, but it will take multiple individual marketing plans as well as exceptional individuals to achieve this mission. Once the marketing plans are in place, it is up to the sport organization to implement and evaluate them. With the proper plan(s) in place and the proper personnel to carry them out, your organization will have the advantage of being properly prepared for future prosperity.

Phillip Kotler, who is often referred to as the Father of Modern Marketing, defines marketing as "a societal and managerial process by which individuals and organizations obtain what they need and want through creating and exchanging value with others" (Kotler, & Keller, 2014 p.5), Kotler has come a long way on his ideas, like many others, but some still hold on to the outlook of traditional marketing. Traditional marketing organizations and ideas are focused on profit rather than lifetime value. Organizations with these traditional

ways more commonly focus on singular dealings with the objective of accumulating business on individual transactions. These new ideas are measured by a group of established but ever-evolving key indicators such as market share, customer experience, and product quality, just to name a few. It is because of these key indicators, as well as the ever-changing world, that new marketing concepts are ones that are living, breathing concepts to be actively managed and tweaked throughout a product's life cycle. Since this product life cycle is running along with the organization's life cycle, an organization has to be a flexible, nimble machine to adjust to ever-changing market conditions, especially within sport. When structuring an organization and its marketing mission, senior-level executives must determine what priorities exist and how flexible the organization will be.

With the adaptation of marketing concepts, sport has grown significantly over the past two centuries. The factors for the growth of the sport industry are the following:

- change in consumers' attitude and interest,
- increase in activities and events,
- advent and specialization of the sporting goods industry,
- multipurpose sport facilities,
- professional services within sports,
- beginning of sport education,
- increase of sports media, and
- commercialization of sport.

With these developing over time, sport has grown into a half trillion dollar industry that is driven by how its organizations adapt and how they are marketed. It is the responsibility of the sport executive to continue this progressive growth for his/her organization well into the future.

Even though sport marketing has grown over time, the modern day sport executive will still utilize some methods that have basis in the past. Understanding the basics of these marketing methods and tools is essential to every sport organization and its success. These sport organizations should be set in the three basic guidelines below while forming their marketing mission:

- Set all of the organization's decisions around the center of the consumer's wants and needs.
- Be firmly based on strategic methodology and utilize analytics to create, develop, implement, and adopt every decision made by the organization.

Be adaptable and nimble in everything it does while sticking to its core principles.

Once a sport organization has set itself in these guidelines for their sport marketing mission, they must get to know the external and internal factors that affect their specific marketing mission. Part of knowing these factors is establishing a firm base on data collection to determine a SWOT analysis and the organization's SMART goals. These studies are all being done with the idea of being as educated as possible about the organization itself, as well as the consumer it is planning on engaging with in business.

The sport executive's role in all of this differs depending on what is the size and scale of the organization. Regardless of the individual responsibilities pertaining to the sport executive, it is important to realize that when it comes to marketing, it is done by everyone.

Once the data collection and knowledge is set, an organization can start taking focus on different projects and segments for those projects. Segmenting different markets has become a larger priority in modern marketing. This practice is done by the way of applying filters based on qualities revolving around consumers: geographical, demographic, psychographic, and behavioral. Once the segmenting is done, the sport organization can start to formulate a marketing mix. The modern marketing mix is made up of characteristics born in the days of traditional marketing with additions that

have been adapted to each modern day organization and its mission. The seven P's in the marketing mix are as follows:

Figure 1: 7 P's of Marketing

Source: Mishra, 2012, p. 3

Once the marketing mix to your particular sport organization has been developed, it is time to create the specific marketing plan. This marketing plan consists of many methods and tools which will be the executive layout to go to market with in alignment with the overall organization's mission. The marketing plan consists of the following characteristics:

- executive summary,
- internal and external environments,
- SWOT analysis,
- marketing objective,
- marketing strategies including the marketing mix, and
- timeline of events.

Once your sport organization has established the marketing plan, it is the responsibility of the sport executive to lead the implementation of it. As discussed previously in the text, it is only with precise execution and thorough follow-up that a sport organization will succeed. Another factor to consider during the implementation phase is the outside partners of the organization and what part they may play. Teaming up with your community partners during the implementation is something that should be thought of during the planning process; however, having the opportunities to profit on an exceptional marketing campaign is something the seasoned sport executive will do. The evaluation of this plan is based on preset key indicators that the sport executive and senior management team will design. Once the plan is written, implemented, and evaluated, it can now be considered a completed venture.

Seeing this process from its origins to its completion is something the senior-level sport executive will do numerous times throughout their career. As with everything in life, your process will differ from others and you will adjust it as you go. The success of anything depends on multiple factors but you can control the factors within yourself. Be progressive, be adaptable, and be forever diligent in success. With the knowledge, the abilities, and the passion, anything is possible.

Reference

Mishra, A. (2012). 7 ps vs 4cs [PPT]. Slideshare. Retrieved 4 July 2016, from http://www.slideshare.net/Rahul251/7-ps-vs-4cs

Kotler, P., & Keller, K. L. (2014). *Marketing management - 14th edition* (14th ed.). Boston, MA, United States: Prentice Hall.