

Module 1. Products and services management

1.1.1 Introduction to Product Management

Product and Service Management

In every organization there are many different ways of making a profit to make sure your company becomes a successful entity. Within the sport industry there are multiple different ventures to obtain this goal of profitability. With the growing evolution of commerce on a global basis, the best way in which an organization can maintain its place in the market is by making sure they have a solid organizational structure and foundation. When deciding on whether or not the venture will be successful, there are many parts of this organizational foundation that come into play, but these often lie within the organizational processes themselves. Though the processes and practices of each sport organization are in constant change, they must remain true to the core of its foundation as they have a standard of excellence as their ultimate goal. While the goal consists of meeting this standard of excellence in all the aspects of the organization one that is especially essential is having a precise and excellent process for managing products and services. When referring to product management, there is a plethora of facets that determine what is right for each organization and how it is implemented across the organizational platform. In order to understand what the best processes for the organization are, one must start from a firm basis regarding what product management is and how it affects these processes throughout the lifespan of their organization.

Defining Product Management

Although product management is defined in many ways, one of the general definitions for product management is the following:

The organizational structure within a business that manages the development, marketing and sale of a product or set of products throughout the product life cycle. It encompasses the broad set of activities required to get the product to market and to support it thereafter.

("Product management", n.d., <https://bit.ly/2EjLi27>).

Even though this definition provides a broad generalization of what the process stands for, you will need to have a definition specific to your organization to find out what it truly means to you. When thinking about product and service management within the arena of the sport industry, the term refers to many different meanings and practices



within the different segments of sport. Before we delve into learning about how to apply product management within sport, it would benefit us to have a solid foundation and understanding of the history of product management and see how we have reached the point where we are today.

History of Product Management

The origins of product management go all the way back to Proctor and Gamble (P&G) in 1931. Even though P&G is now a worldwide brand which has become famous for its strategic product innovation and management over time, it all started when a manager called Neil McElroy wrote a historic memo. Here follows a summary of how those main events developed:

In the 1930s, Neil McElroy was a rookie manager who supervised the advertising for Camay soap at Procter & Gamble. The consumer products giant ignored Camay but lavished money and attention on its flagship product, Ivory. Naturally, Ivory stayed the leader while Camay struggled for survival. Dismayed, McElroy drafted a three-page internal memo in May 1931. He argued that P&G should switch to a brand-based management system. Only then would each of its brands have a dedicated budget and managerial team and a fair shot at success in the marketplace.

McElroy rose to head P&G in 1948, and his memo became the basis on which most corporations, including P&G, have managed brands ever since. In it, McElroy posited that the company's brands would fight with each other for both resources and market share. Each "brand man's" objective would be to ensure that his brand became a winner even if that happened at the expense of the business's other brands. However, McElroy did not carry the argument to its logical end. The memo stopped short of articulating what companies should do with losing brands. (Kumar, 2003, <https://goo.gl/kM38jc>).

This concept of having a *brand man* was extremely successful at P&G, as well as in many other organizations, and it was imitated by many others within different industries at the time. This concept's main focus was the idea that the product and/or service of the organization was to be managed by one individual and/or a team of individuals that had sole responsibility for maximizing the growth of that specific product or service. Although this sort of specialized management was designed for the packaged goods industry, it has concepts that can be adopted and applied to the industry of sport. These concepts focus mainly on the "what, why and how" products and services are being offered. These concepts also had a direct influence in the creation of the process of brand management, which is now very closely tied with product management as we know it today.

After the revelation of the idea by McElroy in the 1930's, other companies and industries adapted it and started forming their own versions of product management. McElroy went on to become the president of P&G and worked with many industrial and academic professionals to further develop this idea throughout time. During his time as an academic advisor, McElroy met and influenced many leaders within the industry, including David Packard and Bill Hewitt, two of the six founders of Hewlett Packard. This concept, as well as many others, made Hewlett Packard become one of the forefront leaders in product management and "HP growing 20% a year for 50 years until 1993 without a loss" (Fradin, 2013, <https://goo.gl/bq8gsr>). With this leading concept in product management, McElroy influenced Fred Tierman, a Stanford professor who was often referred to as the founder of Silicon Valley (Fradin, 2013).

These tech giants, along with many others, were responsible for advancing the concept of product knowledge and turning it into the one we know today. The lessons learned by the tech industry can be easily applied to the sport organization and sport industry as they are very similar in the terms of global appeal, tangible and intangible products, and a number of relatively similar products with the same function. It is crucial to keep this in mind when thinking of your sport organization and its products and services. The reason for this is because this idea addresses the question of what is going to make your organization different, and how you can build your product to stand the test of time so as to make a tremendous impact within its industry. The example below shows how Intuit has adapted and adopted product management from the early 80's until now:

The high technology industry, and in particular, the software industry is much younger than the Consumer Packaged Goods industry. And the role of brand or product management in high-tech and software is even younger still.

Certainly one of the earliest software companies to apply "brand management" principles to software products was Intuit. Intuit was founded in 1981 by Scott Cook, who was a former P&G "brand man" himself.

In developing Quicken, Intuit's first product, Cook wanted to create finance software that home users who were NOT financial experts could use. Cook knew he had to differentiate himself in the market. There were already a number of home finance/checkbook balancing software products available, but most of them were difficult to use for the average person.

Cook wanted someone like his wife, an intelligent woman but not necessarily a finance or computer expert, to be able to easily perform the calculations she needed. To do this, Intuit went so far as to emulate the look and layout of the traditional physical checkbook, within the limitations of the monochrome 80x25 character text screens of the time.



This type of innovation, and focus on customer needs, led Scott and his team to create one of the most successful and enduring consumer software packages of all time.

The book *Inside Intuit*, gives some great insights into the early days of the software company and describes many of the challenges they faced, but also many of the innovations they made. One unique innovation, at the time, was their “Follow me home” program.

In the 1980s, ease of use was not something you would associate with personal computers, particularly those running DOS or Windows. The technology was still relatively new and a lot of software vendors were simply focused on getting software out the door, let alone focusing on usability. But Intuit was not one of those companies.

They realized that the only way they could truly understand how their customers used their software, was to observe those customers in their actual usage environment. i.e. the home. So Intuit created the “Follow me home” program where they would get permission from Intuit customers to send a company representative to the customer’s home and watch the customer install and use the product on their home PC.

These field studies, called ethnography in the social sciences, are only now becoming common in technology companies. Intuit gleaned many insights from the Follow me Home program which led them to continue to enhance their product and create what can only be described as an incredibly loyal customer base.

In fact, Intuit’s customer base was so loyal that when Microsoft tried to lure them away by offering free copies of its rival Money product, very few customers took that offer.

Today, aside from their successful products, Intuit is well known in the software industry for a very strong Product Management discipline. (Khan, 2010, <https://bit.ly/2WZ2r7C>).

The aspects that can lead your organization to be a forefront example of how product management can become an extremely useful tool to separate you from your competitors are the discipline of having a standard process and the ability to think outside the box. The example previously mentioned has a tremendous connection to the sport world, because of the similarities mentioned in relation to the sport industry. Your sport organization, and many others in the industry, deal with products and concepts that are available to a multitude of other industries the consumer is usually familiar with. This process of product management becomes one of the key factors to take your brand from one level to the next when it comes to notoriety and sustainability.



Besides the expansion of brand management achieved by Scott Cook, another milestone in product management occurred in 1991 when Regis McKenna published an article in the *Harvard Business Review* entitled "Marketing is Everything" (1991). McKenna's thoughts focused on the new marketing that was being introduced by the technological world and that was advancing the aspect of product management. Here follows one of the most significant quotes in relation to these ideas:

Technology is transforming choice, and choice is transforming the marketplace. As a result, we are witnessing the emergence of a new marketing paradigm—not a "do more" marketing that simply turns up the volume on the sales spiels of the past, but a knowledge- and experience-based marketing that represents the once-and-for-all death of the salesman.

Successful companies are becoming market driven, adapting their products to fit their customers' strategies. These companies will practice "let's figure out together whether and how color matters to your larger goal" marketing. It is marketing that is oriented towards creating rather than controlling a market; it is based on developmental education, incremental improvement, and ongoing process rather than simple market share tactics, raw sales, and onetime events. Most important, it draws on the base knowledge and experience that exists in the organization.

The other half of this new marketing paradigm is experience-based marketing which emphasizes interactivity, connectivity and creativity. With this approach, companies spend time with their customers, constantly monitor their competitors, and develop a feedback-analysis system that turns this information about the market and the competition into important new product intelligence. At the same time, these companies must both evaluate their own technology to assess its currency and cooperate with other companies to create mutually advantageous systems and solutions. These close encounters—with customers, competitors, and internal and external technologies—give companies the firsthand experience they need to invest in market development and to take intelligent, calculated risks. (McKenna, 1991, <https://goo.gl/njsBXX>).

If you are thinking that these ideals and standards resemble the concepts in the *new marketing* idea that McKenna developed, then you would be right. The difference was that his concepts were voiced at a moment when the product manager and the process of product management were still being thought of as being included within the marketing department. This was obviously another breakthrough for the concept of product management as what McKenna was describing back then is exactly what it is referred to as product management today. Although marketing is still an important part



of the product management process and cycle, it is only a part and not the whole. A group of software engineers brought this to light even more forcefully many years later.

1.1.2 Modern Product Management

When modern product management was applied to the tech industry, it again showed the other industries worldwide what the root of the process was all about. The original product managers were part of the marketing department of their organization and they used the marketing mix 4Ps (Product, Price, Place, and Promotion) to determine how to best fulfill the consumer's needs (McCarthy, 1960). While these were important factors to focus on, it was a sometimes slow and inefficient way of doing things for the tech industry, which had to move at a much faster pace than the industry of packed consumer goods. This fast pace is very similar to the way in which sport organizations have to do business today. As sport organizations are often at the immediate demands of the consumer, they can be regarded as very fluid organizations, which makes them similar to tech organizations in certain ways. This also contributed to bringing back the development part of the product management process into the mix. Having the development part of the process back into the mix, its importance was highlighted within the product manager role. This is because now, more than ever, there is a need to not only understand the consumers' wants and needs for certain products or services, but also to design and create products and services around those needs. This concept is very heavily relied upon in the sport industry today as many of the new products, and changes to existing products, are designed and created specifically with the consumer in mind.

In 2001 software engineers issued what it is now known as the "Manifesto for Agile Software". Said manifesto is listed below and though it is very succinct, it is very much to the point regarding the issues you need to focus on when it comes to product management.

We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value:

- **Individuals and interactions** over processes and tools.
- **Working software** over comprehensive documentation.
- **Customer collaboration** over contract negotiation.
- **Responding to change** over following a plan.

That is, while there is value in the items on the right, we value the items on the left more. (Beck et al., 2001, <http://agilemanifesto.org/>).

This was a very important moment for everyone in the product management industry, but especially in relation to the sport industry. The reason for this is because the

business of sport is not managed with tangible goods only. Rather, it has a wide-ranging variety of tangible and intangibles goods specifically designed with the consumer in mind. This manifesto was the one that provided the impetus to change the feelings of those who manage the products as well as those who create the products. It changed the way in which these organizational actors would behave and act within their organizations as well as outside of them. This allowed for more flexibility and agility in those roles, and it also helped to further distinguish the difference between the product marketing process and the product management process. Although they interact with each other and have a lot of similarities in terms of the goals they aim to achieve, they are different in their roles, especially within the industry of sport.

Since this last agile manifesto, many of its concepts have been adapted and blended into other aspects and areas of business. Some of the principles taken from product management have been incorporated into other lines of business, such as enterprises, developments, and process management in general. Also, different versions of a new product manifesto have emerged and declared the old agile manifesto to be out of date and not up to current industry standard. That being said, this knowledge and the positive results that have come from this process have proved to be invaluable assets to organizations in different industries across the globe. These assets have given the product manager, and/or product management team, a significantly higher ranking and position within the organization. This phenomenon has surely increased their value to each organization, and they also provided a great deal of opportunities for those with potential to escalate positions within their specific organizations. When you become a product manager for your sport organization, you not only increase the organization's ability to exceed expectations and stand out amongst its competitors, but yours as well. Next, we will look at some of the different areas within the product management industry, and we will see what the sport organizations could possibly be lacking in some of them.

1.1.3 Product Manager: Post Definition

What is a Product Manager?

When we observe the world of sport business, we realize that determining what a product manager is can become a rather fluid definition. With this being the case, it becomes essential to establish the different roles within the product and service management process. A basic definition that can be applied to a product manager is as follows:

Product managers are responsible for guiding the success of a product and leading the cross-functional team that is responsible for improving it. It is an important organizational role — especially in technology companies — that sets the strategy, roadmap, and feature definition for a product or product line. The position may also include marketing, forecasting, and profit and loss (P&L) responsibilities. In many ways, the

role of a product manager is similar in concept to a brand manager at a consumer packaged goods company.

Product managers provide the deep product expertise needed to lead the organization and make strategic product decisions. They often analyze market and competitive conditions, laying out a product vision that is differentiated and delivers unique value based on customer demands. The role spans many activities from strategic to tactical and provides important cross-functional leadership — most notably between engineering, marketing, sales, and support teams.

The product manager is the person responsible for defining the why, when, and what of the product that the engineering team builds. This means they lead cross-functional teams from a product's conception all the way through to its launch. (Aha! Labs, n.d., <https://bit.ly/2iGAVNe>).

1.1.4 The Different Roles Involved in Product Management

We will look at the general realms within product management and apply them to different situations within organizations that have different scope and size. Within a larger sport organization, there may be many people assigned to different roles they have specialized in, and there will be a larger team or group working on the sport product. With that being said, the sport executive sometimes will operate in an organization that is small in capacity. This will lead to the sport executive having to take on one or many of the roles discussed, and they will have to be adaptable in terms of the ways in which they view the different roles of the product management cycle. Because of the difference in capacity and resources of each sport organization, we will look at three different areas within the product and services management process from which many of the individual roles emerge. The three different areas we will look at will be those of:

- Product Manager,
- Product Marketer, and
- Senior Management.

Product Manager

When we discuss the usage of the term product manager in this sense, we are referring to an area, and not necessarily to one individual. This is something which is evident by the list of responsibilities and duties that the product manager realm is responsible for. The product manager sphere is the one in which most of the internal operations and relationships are managed, as well as the one in which a lot of the behind the scenes work is done for the product or service. Within sport there are many different products and services. Some may not seem as though they would need a large amount of management from the internal side, but many times it is what happens behind the

scenes that makes a product truly successful and sustainable for the consumer. Below we will go through the different responsibilities the product manager sphere is responsible for, and what each of these responsibilities entail.

Product Manager Responsibilities

Product Positioning - Product positioning is

a process whereby a marketer identifies the set of products which compete with the product under analysis, identifies key product attributes in the set, collects information from customers/prospects on perceptions of products and their attributes, determines the product's position on a perceptual map, determines customers' or prospects' ideal position(s), examines the fit between product position and market (customer) preference, and then selects a positioning strategy. ("Product positioning", n.d., <https://goo.gl/8gq5Er>).

Business Case Analysis – This is a decision supporting and planning tool which predicts and projects the outcomes of a product and/or service in relation to different financial and environmental situations. This tool can be provided by someone from the internal team, or it can be outsourced to a contracting company. In sport, this is often done for major products and services instead of every product or service offered by the organization. This is also a tool that senior management will ask for and utilize when deciding on whether or not to take action on a product or service for the sport organization.

Product Road Map – The product roadmap is an overview of all the high-level strategic initiatives that may be used as a guide for your product through different points during its lifecycle. This has similar qualities to a product management plan, but it is not nearly as detailed. This roadmap should be done internally and it is meant to be shared with the senior management team and stakeholders of the product. Think of your product roadmap as a vision of where you want your product to go to and how it will get there, rather than just a document showing every little detail, like the product management plan does.

Consumer Expertise – Consumer expertise comes from doing consumer research and analyzing of what the consumer of sport products wants and needs from their products. These behaviors, thoughts, feelings, passions and emotions are tied into what the product is going to be, as well as what it will provide the consumer with. The product and service management process incorporates a lot of what arises from these consumer insights. There are many ways in which this information can be collected. These different methods involve different forecasting and surveying initiatives. They can be carried out by the organization or by a third party, which will be discussed later. A good example of how a sport organization gains insight into consumers' needs and wants can

be found below in the research report done by Deloitte while looking at a German Consumer Survey. Pay attention to details and information gained in such a report and see how useful it can be while going through the product lifecycle.

See Annex 1: Deloitte Sports Retail Study 2018

Competitor Analysis – Competitor analysis will help those in the product manager sphere decide on the competition within the specific industry they are in. This is especially useful when you are planning improvements or modifications to already existing products. It becomes essential when determining not only the position of your product, as we discussed before, but also the current market trends of your competitors. It does not only have to do with the broad market research that is done in general, but rather with a much more specific and precise look at the direct competitors of your product or service, as those will be the ones you will be in the most direct competition with.

Whole Product Definition – Whole product definition is usually defined as the surrounding characteristics and values that the product will add to the life of the sport consumer. This is related to the added value of a product or service or the true sport consumer's reasoning behind the purchase of the product or service. It is within the job of the product manager realm to encourage thought and innovation in relation to products, but also to truly adapt them so as to have a whole product definition as well.

Product Costs and Logistics – This part of the product manager sphere revolves mainly around the operations part of the product. It will vary widely depending on whether it is a tangible or intangible product, or whether it is a good or service offered by the organization, or on what scope and scale of the product is offered. Costs and logistics can mean many different things to different organizations within sport. These costs and logistics often involve purchasing, manufacturing and supply chain management, as well as many other factors. It is often within the product manager realm to handle these internal processes as well as the management of the relationships with any outside contractors involved in the production of the product or service.

These roles are among the most important ones that fall within the product manager realm and are essential to the product and service management process within sport. Although there are other responsibilities and more specific roles in product management, we will now focus on the product marketer realm and some of the general responsibilities in that area of the sport product and service management process.

Product Marketer

When we discuss the usage of the term product marketer in this sense, once again we are considering a sphere of work and not necessarily one individual. This will be



displayed by the list of responsibilities and duties this aspect is responsible for. The product marketer area is the one in which most of the external operations and relationships are managed. We will go through the different responsibilities of the marketer realm below and everything that these entail.

Product Marketer Responsibilities

Market Research – Market research is the research about the sport industry and the other industries surrounding your product and service. This is essential knowledge that can be used to decide on specifics regarding your product, and it can affect many aspects of the attributes of your product management plan. When gathering market research, you can resort to your internal research mechanisms as well as to external partners. Find below a list of external partners that can be used for external market research if your sport organization does not have an internal research team and/or the capability to do research for the product.

Market Research Firms

1) Intel

At Intel, We always bring our A game. Our entertainment and sport industry experts know the categories and their trends. They recognise the changing moods of the sport and entertainment consumer and can spot the trends and innovations that will most readily transfer. That's a powerful combination. Our robust data, rigorous research and creative insights can provide the inspiration for your next big hit. The right notes and the right results.

Intel's sport and entertainment market clients don't just play the game. They want to win. This is a results business and you need to know the numbers – category sizes, segmentation, forecasts and share. You want to be on top of the latest innovations in these markets as they land, and before they take off. Products, genres, formats. What's hot and what's not. But it's audiences who decide who wins, so you need to understand the consumer – the viewers, the listeners, the diners, the gamblers, the fans. What they do, where they go, what they choose, and why. (Intel Group, 2019, <https://bit.ly/2X1QGNN>).

2) Statista

Statistics and Market Data on Sports & Recreation



This page provides statistics, facts and market data related to sports and fitness, including information on sports & activities, wellness, health & spa, sporting events & marketing, and professional sports.

Professional sports is a billion dollar business today, generating revenue from a number of streams such as media rights (TV), ticketing, sponsorships, endorsements, and merchandising as well as for example sales of sporting goods with ties to professional sports. In North America, the National Football League (NFL), Major League Baseball (MLB), the National Basketball Association (NBA), and the National Hockey League (NHL) are considered the four major sports leagues.

In terms of overall popularity and prevalence, soccer – or football, as how it is known in most parts of the world – is probably the number one sport worldwide. Europe is still the premier market for the sport with total annual revenues at around 20 billion euros. The so-called 'Big-Five' leagues generate around 50 percent of that revenue.

Physical activity is an important part of the daily life of millions of people around the world. In the United States, people spend around half an hour per day on sports, exercise and recreation. Amongst popular outdoor activities are hiking, camping, biking, running & jogging, and fishing. (Statista, n.d., <https://bit.ly/2FwMHml>).

3) NPD Group

To help you win in this competitive and rapidly changing market, The NPD Group provides the broadest and deepest global view of the sports and recreation marketplace. With NPD you get complete, accurate, and comprehensive information about your products' sales and your consumers to help you track trends, identify business opportunities, and grow your business.

NPD's sales tracking information is also a critical ingredient in analytic solutions such as new product forecasting, segmentation, price and promotion evaluation, and market forecasting. Categories include athletic footwear, active apparel, team sports equipment, hiking, camping, ski and snowboard, cycling, running and fitness equipment. (The NPD Group, 2019, <https://bit.ly/31T9vpL>).

4) Nielsen Sports

Nielsen Sports is the premier provider of analytics and insights within the sports industry, offering the most reliable source of independent and

holistic market data in the sector and the most complete view of consumer trends and habits worldwide.

Having acquired Repucom in 2016, Nielsen Sports has become the global leader in delivering tailored commercial solutions for teams, leagues, federations, brands, broadcasters and agencies.

Combining solutions from sponsorship effectiveness to fan data capabilities with Nielsen's understanding of consumer behavior and media consumption means it is uniquely positioned to help grow businesses through sport. Nielsen Sports equips decision-makers with smart data and advice, allowing them to better understand and connect with audiences and customers through media, sponsorship, communication and experiential platforms.

Nielsen Sports' brand exposure data and metrics are considered currency in the global sports marketplace. Coupled with its sponsorship data and Nielsen's buyer intent and purchase data, it provides more than 1,700 clients with uniquely powerful and integrated solutions to help them make smarter business decisions. (Nielsen, 2019, <https://bit.ly/2J6rrF2>).

5) Plunkett Research Online

Plunkett Research, Ltd. is the leading provider of industry sector analysis and research, industry trends and industry statistics.

Our research reports and online subscription service are used by the world's top corporations, consultants, universities, libraries and government agencies. Plunkett Research, Ltd. was established in 1985.

Plunkett's products save time and effort when you need competitive intelligence, market research, vertical industry marketing data, or industry trends analysis. We cover such vital industry sectors as health care, financial services, retailing, entertainment, energy and information technology. (Plunkett Research, 2019, <https://bit.ly/2KEbaua>).

Marketing Plan - Writing the marketing plan is the culmination of the process of taking all the methods, tools and guidelines that a product marketer realm has and then placing them into a simple format with a specific outcome. Developing the specific marketing plan is something that can be done by an individual within an organization, but it is often the work of an entire team. It is because of this factor, that the senior level product marketer can assign multiple different marketing plans to multiple departments at once. To have a successful marketing plan, the product marketer sphere must include the following elements:



- Executive Summary,
- Study of the Internal and External Environments,
- SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis,
- Marketing Objectives,
- Marketing Strategies,
- Timelines/Deadlines, and
- Calls to Action.

Product Launch Campaign – The product launch campaign consists of many different aspects. It also contains many different moving targets related to promotional events, traditional media, social media, digital media, and other launch events associated with it. When it is done correctly, the product launch is a multi-step plan in which the sport product or service seeks to gain organizational and product attention, capture revenue, create a new customer base, and raise the level of everyone in the sport organization profile. A correct product launch, as well as a successful follow up implementing comprehensive sales and marketing campaigns, will be essential for the long-term health and profitability of the sport product. There are many different types of product launches and they can differ greatly depending on the size, scale and scope of your product, as well as your organization. With that being said, utilizing all of your resources and leveraging your business network to maximize your product launch is essential for the product marketer realm.

Sales and Training Techniques – The sales and training techniques used by the organization are part of the product marketer realm, as it is an essential part of the external aspect of the product and service management process. Having a wonderfully built and developed product is only one part of the process. The reason for this is that if the sales and training techniques applied by the sport product marketer side of the organization are failing, then the process is not clean. If the process is not clean and precise, the consumer of the product may not have the necessary availability or accessibility to obtain the product. By limiting the consumer's access to a product, the sport organization will not be able to truly experience the growth potential of the product. This can happen often, especially within the sport industry because of the saturation within the market. It is the responsibility of the sport marketer sphere to have the proper sales and training techniques applied in order to stand out amongst your competitors. This is an essential part in having your product in the proper place for maximizing its success.

Broadcasting Success – Broadcasting your wins is something that every organization must do on a regular basis to make sure that you are in the proper position in the sport consumer's mind. The broadcasting of these wins is part of the overall marketing campaign, but it is within the sport marketer realm when it becomes related to the product and service management process. This goes along with the overall consumer mindset of your organization. To be truly effective, it needs to be dialed down to make sure that the organization is doing it for each one of its products, especially the ones that are new to the market. The reason for this is that many times organizations within sport focus on certain products that are making them money, but often neglect some products

and services that could become additional revenue streams. Although you do not want to damage the performance of other profitable products and services, the product marketer needs to be able to facilitate broadcasting for all products and services in the product portfolio. This is one of the many responsibilities for which the product marketer realm will need assets and resources allocated from the senior level management team.

Along with these responsibilities within the product marketer realm, there will be many more that will come up for specific products. All of the responsibilities need to have specific roles attached to them. These roles are part of a bigger network within the organization and sometimes, as we mentioned, these roles are outside of the organization. This can happen when the product marketer needs resources which are allocated by the organizations' senior level management team. Now we will discuss the responsibilities of the organization's senior level management team, and their leadership, when it comes to product and service management within sport.

Senior Management

The senior level management staff in the product management cycle are the ones responsible for the overall vision of the organization. For this reason, they become essential when it comes to determining the strategic moves surrounding a product. As representatives in charge of leading the organization, the senior level management is often responsible for the resources and financial backing of the product, as well as the strategic planning around it. The backing and financial resources of a product are essential in determining how successful a product will be because, as a sport executive, you depend on the resources and capabilities which are provided to you. The senior level management also plays a key role in the product life cycle strategy, the pricing strategy, and the key financial factors which determine the sustainability of a product. Although a lot of the work in a practical sense will be done by the individuals who are in the lower levels of management or lower levels within the organization, the senior management actors are the ultimate decision makers, and therefore, essential in the product management process.

Senior Management Responsibilities

Strategic Planning – Strategic planning is the process through which an organization develops the plan for achieving the organizational mission while adhering to the core values. Many times, the senior management team is responsible for this strategic planning process and has specific long term and short-term goals within this strategic plan. Within sport organizations and sport entities, these plans are often divided into time segments such as 5, 10, and 20 years. Strategic planning will involve high level stakeholders of the organization and should also be communicated to every member of the organization. Everyone within the organization should know where the organization is headed, and how it will get there. This is closely related to product and service management within sport because these are the strategic plans that will guide decisions on whether or not to start, continue or terminate a product or service. A product manager, marketer, or developer could have a brilliant idea of, or about a

product, but it might not fit into the strategic plan of the organization and its mission. It is in this case when the senior level management realm is able to make a decision on the product and/or service itself.

Resource and Asset Allocation – Resource and asset allocation can be very complex, and it can be channeled in different ways within the sport organization, as there are multiple departments and aspects related to it. Because of the many complexities and departments, it is sometimes not clear where the most important need of the organization is at a given time. Many times, those sport organizations which are struggling, and even those which aren't, think in terms of putting all the eggs in one basket when they are considering where to allocate their resources. This decision is ultimately made by the senior management team and will greatly impact the decisions made within the product and service management cycle. Deciding whether to assign more funds to R&D (Research and Development), whether to hire more salespeople, or whether to spend more money on internal or external parts of the organizations is something that the senior management realm must make on a constant basis. Making these decisions and allocating the assets and resources of the organization in a proper way, can become the ultimate decisive factor for the health and longevity of not only products, but also of the sport organization as a whole.

Product Portfolio Management – When talking about individual products, it is often the research and analysis done by the product marketer and manager realms that reaches senior management when a portfolio management decision needs to be made. Product portfolio management decisions are based on many different factors, but it usually comes down to the PLC (Product Life Cycle) and pricing strategies of the product within the portfolio. Determining the life cycle and pricing of the products and services within sport is something that needs to be fluent and swift, as the industry is changing at a rapid pace. Because of this rapid growth and change within the sport industry, it is necessary for the senior management to have an active role within the portfolio management process. It is with this strategic planning, and by choosing resources to be allocated, that the senior management will make these decisions. In that way, product portfolio management falls within the significant responsibilities of senior management.

The three areas of Product Manager, Product Marketer, and Senior Management will have many different actors to play the different roles. Choosing those actors, and determining the resources allocated to each realm, will become essential factors when it comes to the product and service management process within your sport organization. It is essential that there should be a standard of excellence regarding accountability, teamwork and communication in these areas. With this standard of excellence, and a high level of performance and interaction in these different areas and among them, the sport organization will be able to maximize its growth within the sport industry.



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