

CONTENT ANALYSIS OF SPONSORSHIP JOB POSTINGS IN THE SPORT INDUSTRY

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Sponsorship is defined as a relationship between a sport entity and a corporation focused on a mutual exchange of benefits or services (Copeland, Frisby, & McCarville, 1996; McCarville & Copeland, 1994; Stotlar, 2005). Sponsorship is a marketing tool to help reach consumers (Nardone & See, 2007), and is referred to by Berrett and Slack (1999) as a strategic activity due to the positioning of the organization to the target market through the sponsorship process. There are two factors that are central to the definition; sponsorship as a method of marketing a product or service, and that it is used by corporate sponsors to “extract commercial benefits” (Choi & Yoh, 2011, p78; Fullerton, 2007). The importance of sponsorship sales is that it provides a unique packaging of sales inventory customized to the needs of the prospect, which can include anything from the basic exchange of services, to signage, premium seating, product sampling, naming rights and advertisements.

Sponsorship is an important revenue stream in the sport industry. According to International Event Group (IEG), the overall sponsorship spending in 2010 for North American was \$19.3 billion with the sport industry accounting approximately two-thirds of the industry at \$11.66 billion, an increase of 3.4% from 2009 (IEG, 2011a). Sport sponsorship spending is expected to have increased by 6.1% to \$12.38 billion for 2011. Due to the continued success of sport sponsorship, it is important to recognize its significance towards team revenue. In fact, royalties, advertising, and sponsorship accounts for 9% of revenue for Division I Football Bowl Subdivision institutions in the National Collegiate Athletic Association (NCAA) (NCAA, 2011). Sponsorship spending in the big four of professional sport was recorded at \$2.12 billion (IEG, 2010). Approximately three-fourths of all revenue for NASCAR teams is derived from corporate sponsorship (Smith, 2009), partially due to the best sponsor recall in the sport industry at

approximately 50% (Spanberg, 2012). On a more global scale, the Olympics have consistently had sponsorship as the main revenue source despite their slow contract time (Ivey, 1986). According to a national survey of high school athletic departments conducted by Pierce and Bussell (2011), 57% of high schools sold sponsorship as means for generating revenue that accounted for, on average, 5% of the athletic department budget, and 75% of schools sold sponsorship at the state level in Indiana (Bussell & Pierce, 2011).

The right individuals are necessary to sell these sponsorship products, however, little attention has been paid to the sales process and job functions in the sport management literature, let alone the sponsorship sales process. To date, only Baylor University has the only sport sales specific curriculum in the United States, providing an advantage for their graduates seeking positions in the field. The purpose of this study is to examine the nature and importance of sport sponsorship positions in the sport industry across North America. Furthermore, this study will explore job postings posted over a one-year period to determine the key responsibilities, and differences between sport organizations seeking employees in the sponsorship side of sports.

Literature Review

Sponsorship has been studied extensively in sport marketing literature primarily focusing on measurement and effectiveness (e.g. Gwinner & Swanson, 2003; Hoek, Gendall, & Sanders, 1993; Irwin, Sutton, and McCarthy, 2008; Kolah, 2003; Stotlar, 2004; Quester & Thompson, 2001), motivations for purchasing (e.g. Madrigal, 2000; Pierce & Bussell, 2011; Rifon, Choi, Trimble & Li, 2004; Speed and Thompson, 2000) and activation methods (e.g. Mayo & Bishop, 2010; O'Keefe, Titlebaum, & Hill, 2009; Pierce & Petersen, 2011; Rogan, 2008). However, there is a lack of research on the job requirements of those selling it. Two studies have

examined sales and marketing positions within sport organizations, which are central to the focus and direction of this study, and also employ content analysis methodology. Bae and Miller's (2011) study focused on the state of positions in both sales and marketing in the sport industry, in order to help better prepare students for their future careers in sport. It was found that 62% of job descriptions identified a minimum of 3 years experience, 68% sought excellent communication skills, 72% required a bachelor's degree, and 44% indicated the ability to work flexible hours. Based on these recommendations found through this study, Bae and Miller (2011) proposed a few methods to help students prepare for a career in the sport industry. First, Bae and Miller (2011) discuss an effective method to incorporate realistic experience in sport marketing is through service-learning; a curriculum with the objectives of helping students better prepare for life in the sport industry through practical assignments or projects relatable to the field. For instance, since communications skills were strongly desired, creating more practical projects using marketing and promotions within the athletic department or other venues of the community may be beneficial. Second, according to Commission on Sport Management Accreditation (COSMA) (2008), an internship is supplemental to bridge educational and practical experiences.

On the other hand, while Bae and Miller (2011) examined sport marketing and sales positions, Pierce, Petersen, Clavio, and Meadows (in press) was the first to conduct research specific to sport ticket sales and service positions. It was also discussed that their study's survey results can also contribute in creating educational or training programs to prepare students for positions in sport sales. The results yielded that organizations sought entry-level hires with strong work ethic and cold calling, while non-entry level hires were more likely to supervise and use consultative sales. Additionally, the most prevalent type of sport sales was inside sales, with

over 75% of positions deriving from sport team related sales jobs. These positions were mostly from major and minor league professional teams, with limited participation from intercollegiate athletics. Due to the similarities in research by Bae and Miller (2011) and Pierce et al (in press), this study on sport sponsorship sales will help draw comparisons between these results and determine any differences or trends in sport sales as a whole.

Due to the competitive nature of sponsorship in the sport industry, it has almost become an arms race due to the many benefits of sponsorship for different venues and events. While sponsorship continues to trend in sport, Spanberg (2012) discusses how the threat of overexposure to sponsorship “clutter” can affect return on investment. Companies must be more creative, and more effective ways to measure sponsorships in order to increase the number of impressions or recalls (Spanberg, 2012). Similarly, it is difficult to maintain or create a strategic partnership when there is decreased attendance, hence the importance of ticket sales (Lachowetz, Sutton, McDonald, Warnick, & Clark, 2002). Seiferheld (2010) describes that beneficial partnerships include the “S.M.A.R.T” method; specific goals, measurable, aligned with vision, realistic and time bound. Sport sponsorships or partnerships are so attractive to organizations due to their many incorporated benefits. These can include but are not limited to increasing product awareness, image, brand loyalty, intent to purchase, sampling opportunities (Howard & Crompton, 2004; Stotlar, 2005; IEG, n.d.; Pierce & Bussell, 2011, IEG, 2008).

Outsourcing has become a popular trend in all levels of sport, especially at the college level, where an agency relationship is created between the principal hires an agent or organization to carry out a service, such as selling sponsorships (Bouchet, 2010). Rights holders such as CBS Collegiate Sports Properties, IMG College, or Learfield sport pay for the rights to sell the school sponsorships, signage, promotional rights, etc. and are given bonuses through

revenue sharing if they reach their goals (Smith, 2011). In fact, Smith (2011) describes how IMG planned to hire 75-100 employees across the departments due to the demand of third-party sponsorship business. Learfield and IMG College have successfully established themselves as the dominant outsourcing organizations in college sport, and have allegedly been bidding for the rights to Illinois' athletic department, showing the growth and potential of the outsourcing industry as opposed to in-house (Smith, 2012).

Consultative Sales and Eduselling

Two prevalent trends in sales are consultative sales and eduselling, and this study is designed to help determine how often these methods are utilized in the listed responsibilities. Due to the increase in market competition, sales people are expected to possess more skills, a trend which has led to the push and creation of methods such as consultative sales to help increase profits (Orlin, 1993). The idea of consultative sales is based on relationship management, determining needs and servicing customers, and could also be contributed by the shift of the consumer who demands more service beyond the sale of the product (Orlin, 1993; Rackham & DeVincentis, 1999). This addition of service makes the product sale more valuable, and can help contribute to designing unique sponsorship packages. Consultative sales can help develop negotiating boundaries as well as increase the relationship through game day events or hospitality opportunities (Clark, Lachowetz, Irvin, & Schimmel, 2003).

A benefit of sport sponsorship is the ability to allow the consumer to sample the product (IEG, n.d.). In fact, sampling on site has increased from 44% in 2003 to 60% in 2008, and is not limited to sport can include online, entertainment or events (IEG, 2008). Sampling is a component of the eduselling framework developed by Sutton, Lachowetz, and Clark (2000), which was created to help attract and retain corporate clients. Eduselling is defined as a "unique

form of selling as it combines needs assessments, relationship building, customer education, and after marketing” and that engaging the prospect throughout the nine steps of the sales process would help create a needs-based focus and build a better relationship with clients (Sutton et al., 2000). Lachowetz et al. (2002) discusses about the successful corporate partner retention was indicative of corporate sales staff training due to their increased knowledge and experience with educating the customer. Approximately 90% of the teams surveyed reported training in-house, while 63% off-site in a conference format and 40% with supplemental consultants or trainers with sales backgrounds. An average of 21.4 hours was found to be the typical training time period (Lachowetz et al., 2002). The significance of training is that it contributes to developing effective relationship efforts as a central part of the marketing strategy (Cousens, Babiak, & Slack, 2001; Gronroos, 1994; Kapp, 1991; Webster, 1992). This is an integral part of the sales process, as the Audience Analysis survey found that organizations are not educating their clients on the value of sponsorships and inventory (Lachowetz et al., 2000).

Job Descriptions

This paper examines job descriptions to understand the nature of sport sponsorship sales and service positions. Job descriptions help communicate job functions, responsibilities, transferrable skills, and expectations to the application (Chelladurai, 2006; Overtoom, 2000; Gan & Kleiner, 2005; Pedersen & Schneider, 2003; Wong, 2009). For instance, content can reveal transferrable skills such as being self-motivated, organized or creative, and responsibilities such as cold calling or prospecting (Parks & Quarterman, 2003; Pierce et al, (in press). Postings also help screen applicants and develop systematic procedures for hiring (Gan & Kleiner, 2005; Holley, 1999). Due to sponsorships strategic nature it is important to hire the individual who will best contribute (Berrett & Slack, 1999). Lin and Ping (2008) suggest that studying job postings

over a longer period of time using content analysis may reveal trends in the market demand for employees, or specific to the occupation. While content analysis usage is limited in the practical side of sport management, but has been more heavily focused on positions in academia (Pierce et al, in press).

As Pierce et al. (in press) discussed, there is limited research on sport sales positions, especially using the content analysis methodology. While Bae and Miller (2011) focus on positions in sales and marketing in the sport industry, this still leaves a number of facets within sport sales still unexplored. Furthermore, sport sponsorship sales job postings are an area that has not been examined; hence, the purpose of this study is to examine the nature and importance of sport sponsorship positions in the sport industry across North America. Due to the different hiring processes and focuses, the following research questions were created for this study to help shape the content analysis specific to sport sponsorship sales:

- 1) What are the job responsibilities most commonly outlined in job descriptions for sport sponsorship?
- 2) What other transferrable skills or experience are recommended or preferred for these positions?
- 3) What differences if any, exist between the responsibilities and job functions of entry-level (1-2 years experience) and non-entry level job positions (3-10 years experience)?
- 4) What differences if any, exist between the responsibilities and job functions of in-house organizations (team, school, league, sport and entertainment firm) and outsourced organizations?
- 5) What differences if any, exist between the responsibilities and job functions between management roles and non-management roles?

Methodology

This study employed a content analysis methodology to collect important information from position announcements on four prominent sport job websites, including *Teamwork Online*, *JobsInSports*, *WorkInSports*, and the *NCAA employment forum*. These sites contained job postings from across North America. Both *TeamWork Online* and the *NCAA employment forum* provided free access to view job postings, while *JobsInSports* and *WorkInSports* require a paid subscription. This study was limited to postings where selling corporate sponsorship was one of the primary job responsibilities. All job postings on each website were copied and digitally saved over a twelve month period starting January 1, 2011 and ending December 31, 2011. After all duplicate postings were removed, a total of 372 unique job postings were captured.

Content analysis is one of the most frequently used methods to analyze communication data, including job descriptions since it is very precise and consistent (Berger, 2000; Pedersen, Fielding, & Vincent, 2007). As described by Riffe, Lacy and Fico (2005), content such as job descriptions are constant, unobtrusive and accessible data due to their postings in forums or job or public organizational websites. The development of the codebook and scheme was designed to help analyze the incorporated quantitative variables (Pierce et al, in press).

The codebook created had 39 questions to gauge the overview of sponsorship job postings in the industry. Questions included basic demographic information such as organizational background (name, type, affiliation or competition level, location, type of sponsorship sales), minimum education, experience, in addition to the core areas of responsibilities and job functions (i.e. sell, prospect, cold call, make appointments, develop packages, give presentations, consultative sales, sales force management, fulfillment, sampling, evaluation, database management, financial management, and game day responsibilities),

categories of sponsorship sales personnel characteristics (i.e. self-motivated, work ethic, competitive, creative, positive attitude, communication skills, team player, bi-lingual, ability to work long hours, and computer skills) and other preferential experience (i.e. sport knowledge, existing client base). The codebook was developed after the postings were collected and reviewed to ensure the codebook was accurate and complete. The complete codebook and protocol is available by contacting the authors.

Coders and Reliability

Two coders possessing knowledge of sport industry sales positions and the coding protocol were utilized in this study. Reliability between coders was established through the utilization of intercoder reliability, where 11% (n = 42) of the postings were randomly selected and independently coded by two coders (Riffe et al, 2005). Scott's Pi was calculated after the coders independently coded the 42 job postings. A coefficient of at least 0.70 is required for each variable in order for it to be maintained in the study (Pederson, Whisenant, & Schneider, 2005). All but 3 variables did not meet the minimum coefficient of 0.70, and were removed from the study. These variables included job responsibilities such as building relationships with customers, contract preparation or negotiation, as well as the characteristic of being personable or charismatic. The full list of intercoder coefficients is available by contacting the authors.

Data Analysis

In order to analyze questions 4 through 13, descriptive statistics were used. These questions gauged demographic and basic information about the organization such as location, type of organization, type of sales, other sales included, level of organization, professional level, minor league, length of the position, minimum education, and experience. Chi-squares were run in order to determine the most frequent job responsibilities and transferrable skills identified in

the postings. Logistic regression was applied to predict either if non-entry (more than 3 years experience) or entry-level (less 1 to 2 years experience), management or non-management role, and outsourced or in-house had consistent results in variables.

Results

Demographic Results

A total of 372 sport sponsorship job postings were collected and coded in this study. Eight states accounted for over half of all postings, including: California, 9.7%; New York, 9.1%; Florida, 8.3%; Texas, 7.0%; Illinois, 5.9%; Maryland, 5.1%; Ohio, 4.3%; and Pennsylvania, 4.0%.

There were two types of organizations that posted positions; these included third-party outsourced companies such as International Media Group (IMG) or Learfield Sports; as well as in-house parties such as a team, league, school, or integrated sport/entertainment company that owns a team. Approximately one third of sponsorship sales are occurring through a vendor or outsourced party and the remainder (67.5%) by a team, league, school, or integrated sport/entertainment firm.

The distinction between the sales and service functions of the position was also examined. Over half of the responsibilities (57.0%) asked for both sales and service, while sales-only positions accounted for 28.0%, and service-specific accounted for 15.0%. In terms of sales responsibilities in addition to strictly corporate sponsorship sales, the most common additional sales responsibilities with 62.1% of the sample was media, radio and advertising sales, and followed by relatively equally distributed responsibilities in group sales (12.1%), season tickets (11.6%), premium sales (11.6%), and development (9.1%).

Professional sport organizations accounted for 35.8% of job postings, followed by intercollegiate athletics, 27.2%; minor league professional sport, 16.7%; entertainment, 12.4%;

national governing body, 4.8%; interscholastic athletics, 2.2%; and lastly, 1.1% postings that did not indicate a competition level. Of the 133 job postings in professional sport, the top six included the National Hockey League (NHL), 22.4%; Major League Baseball (MLB), 16.0%; National Football League (NFL), 14.7%; automobile racing, 14.7%; Major League Soccer (MLS), 9.6%; and National Basketball Association (NBA), 8.3%. Half of the minor league postings were from baseball (50.0%), closely followed by hockey (32.1%).

Of the 372 job postings, 98.0% were full-time positions, 94.6% required bachelor degrees, and only 1.9% required a post-graduate degree. Of the 75.0% that reported, the average minimum sales experience required was approximately 3.37 years ($SD=2.09$).

There were 14 job responsibilities and 12 transferrable skills identified and coded within the 372 sport sponsorship job postings. Of these postings, 35 were excluded due to the limited information discussed within the posting, or the focus on the media sponsorship sales inventory, yielding 337 postings that were coded for job responsibilities and transferrable skills. As seen in Table 2, the top three job responsibilities for sport sponsorship positions were selling (86.9%), prospecting (70.0%) and contract fulfillment (67.7%). In addition, facilitating presentations (65.9%), and the creation and design of packages (51.1%), computer skills (60.8%) were identified in over half of the postings. As seen in Table 3, the top transferrable skills communicated through job postings were communication skills (82.5%) and possessing computer skills (60.8%). In regard to other preferred experiences, 30.9% reported sport knowledge specific such as prior experience with NASCAR or NCAA regulations, and 2.4 % for having existing clientele in the desired geographic location or industry.

<Insert Table 1 about here>

<Insert Table 2 about here>

Logistic Regression

A series of chi square and logistic regression tests were run to determine differences between entry-level and non-entry level positions, organization types, and management and non-management roles.

Differences between entry-level and non-entry level positions. Entry-level positions were defined as those positions requiring less than three years of experience, and non-entry level positions as positions requiring three or more years of experience. This definition was chosen because the mean number of years of sales experience was 3.37. Pearson's chi square analyses revealed several significant differences with regards to job responsibilities between entry-level and non-entry level positions, as seen in Table 4. First, postings denoting entry-level positions were more likely to conduct needs analyses and consultative sales, appointments, and game day responsibilities than non-entry level positions. Non-entry level were more likely to be conducting cold calls, conduct needs analyses or consultative sales practices, management roles or responsibilities, database management, and financial duties than entry-level.

<Insert Table 3 about here>

Logistic regression was utilized to examine the variables that predicted if the position was entry-level, as seen in Table 5. First, the presence of certain variables helped determine if the position was entry-level ($c^2 = 46.2$, $p < .001$; Nagelkerke *R Square* = .215). Entry-level positions were 2.4 times more likely to have appointments in job postings than non-entry level positions, and 2.3 times more likely to have game day responsibilities on game day. Non-entry level were 2.3 times more likely to conduct needs analysis or consultative sales as part of their job responsibilities, 3.6 times more likely to perform management or supervisory, 2 times more

likely for database management, and 2.2 times more likely for financial duties.

<Insert Table 4 about here>

Differences between organization types. Pearson's chi square analyses identified differences in job responsibilities between third-party vendors (outsourced) and those organizations who sell sponsorship in-house, as seen in Table 6. Third-party firms were more likely to prospect or identify new sponsors, fulfill contract obligations, facilitate presentations, and conduct needs analyses. In-house organizations were more likely to set appointments with current or prospective clients, engage in database management, and conduct evaluations or present feedback.

<Insert Table 5 about here>

Logistic regression was utilized to examine the variables that predicted if the organization was either outsourced or in-house, as seen in Table 7. First, the presence of certain variables helped determine if the position was outsourced ($\chi^2 = 66.381, p < .001$; Nagelkerke *R Square* = .249). Outsourced organizations were 2.3 times more likely to prospect or identify new sponsors, 2.8 times more likely to conduct needs analysis or consultative sales, and 3 times more likely to fulfill contract obligations. In-house organizations were more 2.5 times more likely to set appointments with current or prospective clients.

<Insert Table 6 about here>

Differences between management and non-management roles. When comparing job postings with management responsibilities and those without management responsibilities, the following variables had significant Pearson chi squares results as summarized in Table 8. First, management roles were more likely to engage in database management. Non-management roles were more likely to sell, prospect, assist in the creation of packages, engage in cold calling,

and setting appointments.

<Insert Table 7 about here>

Logistic regression was utilized to examine the variables that predicted if the position was a management role, as seen in Table 9. First, the presence of certain variables helped determine if the position included a managerial role ($c^2 = 48.423$, $p < .001$; Nagelkerke *R Square* = .253). From this model it was determined that positions with a management role were 3 times more likely to be engaged in database management functions, while non-management roles were 5.5 times more likely to be engaging in cold calling, 5.9 times more likely to be setting appointments with current or prospective clients, and 2.7 times more likely to be involved with the creation or development of packages and proposals.

<Insert Table 8 about here>

Discussion

The results yielded in the study on sport sponsorship sales job postings highlighted the most prominent responsibilities, key trends among generalized sport sales positions as a whole, and suggestions to provide for future sport managers seeking employment in the sponsorship market. While these findings are representative of the postings, they are not necessarily representative of the position as some organizations limit the information included in the job posting.

Conducting reviews of job postings contributes to a better understanding of required skills and available jobs in the industry (Wong, 2009). Pierce et al. (in press) also discussed how written job postings can be linked to “geographic job distribution, job task and duties, and data related to the compensation and benefits associated with the jobs” (p. 3). The top four states California (9.7%), New York (9.1%), Florida (8.3%), and Texas (7.0%), were the same as found in

the sales job announcements coded by Pierce et al. (in press), California (12.7%), New York (9.3%), Texas (7.2%), and Florida (7.2%).

Most of the sponsorship sales positions asked salespeople to engage in both sales and service tasks. There may be an overlap of responsibilities since a sponsorship sale encompasses both the creation and selling of packages, and employees are expected to service the accounts sold. Only 15% of the announcements were strictly service positions, indicating that sponsorship salespeople need to be effective in their sales skills and servicing accounts in the form of activation, fulfillment, and evaluation. Additionally, sponsorship is integrated to other sales in the organization, and does not happen independently of other items being sold within the organization. Because certain items in the sponsorship inventory overlap with other sales (i.e. premium seats, radio and advertising), it was not surprising that 38% of the announcements also asked the salesperson to sell media, radio and advertising sales.

Sponsorship positions require more experience than inside sales positions. Compared to Pierce et al. (in press) who found that 66% of inside sales positions required less than one year of experience, the average number of years of prior experience found in sport sponsorship postings in this study was 3.37 years. This is close to the average found in Bae and Miller's (2011) research on sales and marketing positions in the sport industry, and could be attributed to the fact that sponsorship requires more experience since it is integrated into other sales in the organization, and is a driving force of long-term sales. Selling sponsorship packages and servicing to corporations is different than tickets to individuals, and it requires more experience to be successful. Another indication of the extent to which experience matters in sponsorship positions was that over 94.6% of postings required a bachelor degree, while 72% were discovered by Bae and Miller (2011), and only 42% by Pierce et al. (in press) required bachelor

degrees. Since entry-level positions are abundant in sport sales, this is not always necessary, while sponsorship postings require more experience and education.

Overall, there was consistency in identifying the top job responsibilities of selling, presentations, fulfillment, and prospecting among all of the statistical tests for organization type, position type, and management. This suggests that these are key job functions necessary to be taught or learned through educational or practical experiences. Additionally, the most desirable skills or attributes included were led by communication skills (82.5%) and computer skills (60.8%). These were not surprising as sponsorship is heavily involved with customer service and relationship management, and involves the use of computer software as a tool to communicate through and create inventory presentations.

The results of the logistic regression revealed that more experienced positions would involve needs analysis since they have experience conducting consultative sales, and customer service, and understand the process. These results are similar to those found in Pierce et al. (In press), with consultative sales skills being required by the more experienced salesperson. Entry-level positions were more likely to engage in game day responsibilities. Entry-level positions are being introduced to the position and the organization, and hence would be performing a variety in tasks in various areas to help learn the system. Additionally, due to their experience, they are more likely to have supervisory or management roles, and to generate and distribute leads to their subordinates. Database management also includes knowledge of Archtix, and superior customer relations that can be attributed to more experience in the field.

The results of the logistic regression also revealed that the determination between outsourced and in-house through the logistic regression outlined that outsourced organizations were more likely to prospect, conduct needs analysis, fulfill contract obligations and in-house

organizations to set appointments. A potential rationale for outsourced organizations to prospect and conduct needs analysis may be attributed to the fact that if their contract is relatively new, they would need to develop their client base, and engage in consultative sales to determine needs and create the necessary packages. This is an interesting comparison, as Pierce and Bussell (2010) found in their study on sponsorship in interscholastic sport that outsourced firms were only used by 10% of athletic departments. Fulfilling contract obligations is obvious of the service element that is part of the sales process, and could possibly be more effectively done by an outsourced organization since they would be able to devote more time and resources towards separate accounts. It may not have been as prevalent in in-house position postings as the service component may have been implied. Additionally, based on the announcements, in-house may be lagging behind in utilization of consultative sales. In-house organizations were more likely to set appointments, which is possible due it being a large part of the sales process.

The differences in job responsibilities between management and non-managements roles are a good indicator of the variance in positions among different levels in the sport organization. As mentioned earlier when discussing more experienced positions, it is evident that management roles were more likely to engage database management functions, as they would be supervising and overseeing the sales processes and fulfillment efforts of entry-level employees, and other tasks such as distributing call or prospect lists. Similarly, the non-management roles would be conducting the cold calls of these prospect lists, and making appointments to complete sales or pitch the proposals or packages created. Designating the task of creating packages by non-management roles could be attributed to increasing the creativity and ideas of sponsorship packages, and giving a learning opportunity for newer employees. Since sponsorship packages are not one size fits all, it is important to be flexibility in

how inventory packages are combined and to utilize needs analyses to determine what components best fit the prospect.

Two major trends in sport sales, eduselling and consultative sales, were also coded for in job postings to determine their prevalence. This portion of the discussion does not imply that these trends do not occur in sport sales practices if they are not explicitly stated, merely that they are implied, or not always listed in the job description as a key function. The uniqueness of the sport product is that it is intangible and can be tested by the consumer to help convince them to engage in a sponsorship agreement (I.E.G., n.d.). Sutton et al. (2000) advocated for the use of the eduselling process to help educate the customer on all of the benefits included in their contract, as well as increase corporate retention and attract new clients. However, eduselling was rarely discussed in key responsibilities in postings, only appearing in 0.6% of the 337 postings. However, IEG (2008) discusses how the sampling component increased from 44% in 2003 to 60% in 2008, which demonstrates how the postings may not be indicative of all of the inclusive responsibilities on the job. The eduselling process could be included in employee training however, as Lachowetz, Sutton, McDonald, Warnick and Clark (2002) discussed how approximately 90% of the teams surveyed in their study reported training in-house, and an average of 21.4 hours as the typical training time period.

While needs analysis is a component of the eduselling process as well, it is also identified separately as a trend of its own as consultative sales which is heavily advocated as sales process that focuses on adding value (Orlin, 1993; Rackham & DeVincentis, 1999). Consultative sales appeared in over one third (36.2%) of job postings, supporting the awareness of this growing trend through job postings, as it can also lead to a higher level of service. For human resource professionals to include these type of trends in their job description or key

words, denotes that it may be more of an expectation for what is to be included in the job itself.

Limitations

The most prominent limitation as communicated throughout the discussion section is that if a job responsibility is not listed in the posting, it is not coded as present in the position, while it may be a responsibility in the job. This posting may not be representative of the position as some have limited information, and may not include key responsibilities such as eduselling or something as basic as prospecting. Job descriptions pose an issue to whether they are reflective of the employees' actual responsibility, and how the position fits into the organization as a whole (Gan & Kleiner, 2005). Instead job descriptions focus on responsibilities only in internal department and character like teamwork and attitudes to help fulfill organizational values (Gan & Kleiner, 2005).

This study is applicable to future sport managers in the sense that it gives an overview of the basic responsibilities expected when entering the sponsorship facet of the sport industry. In addition, it gives a comparison to Pierce et al. (in press) research on sport sales, and highlights the of responsibilities for entry to non-entry level, outsourced to in-house, and management to non-management roles. This provides the opportunity to help prepare future sport managers through educational opportunities and experience.

Future Research

An additional comparison worth exploring is between the North American and European sports sponsorship market since they differ so greatly, and as outlined by Madella (2003) there is limited research on sports employment overseas. Additionally, he discusses seasonal work opportunities pertinent to events or temporary positions during the sport season, which could pose an interesting longitudinal research study on careers to determine turnover averages for

teams or such seasonal events. Another future research topic to explore with regards to sport sales would be premium sales, as it is an integral component in the sponsorship inventory. A trend turned job responsibility to include for the future would be social media, in order to determine its presence in sponsorship inventory and as a communication tool to their clients as well (IEG, 2011b).

Since it was found that many sport organizations are not properly educating their clients, it may be a great comparative study to determine whether or not sponsors feel like this is being employed. Perhaps a study evaluating the effectiveness of immersive industry-specific majors such as the sport sponsorship and sales program at Baylor University may help determine how educators are preparing their students, and if this aligns with the key responsibilities outlined in the postings in this study.

Conclusion

In conclusion, this study is an important contributor to helping understand sales in the sport industry, and the first to examine sport sponsorship sales postings. By being able to draw comparisons and identify differences between facets of sport sales, as Pierce et al. (in press) discuss, this can help better prepare students for careers in the sport industry by developing relevant curriculum according to the job functions and desired skills outlined by this study. Perhaps this might even cause job postings may expand to include more responsibilities to attract the right candidates, and be a more accurate reflection of the position since sponsorship encompasses such a large portion of the sales process and inventory. Due to the competitive demands of the sales industry, trends such as outsourcing, eduselling, consultative sales, and educational programs such as Baylor University's sport sponsorship major, may become more prevalent in order to set organizations and individuals apart from one another in the purchasing

and recruitment processes. With this research, it may be able to help future sport managers gain an advantage and insight to what sport organizations are seeking and hopefully cause further research on positions within.

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Table 1

Frequency of Job Responsibilities in Postings

Job Responsibility	<i>N</i>	Percentage
Sell	293	86.9%
Prospect	236	70.0%
Fulfillment	228	67.7%
Presentations	222	65.9%
Packages	172	51.0%
Cold Calling	146	43.3%
Game Day / Hospitality	145	43.0%
Needs Analysis / Consultative Sales	122	36.2%
Appointments	94	27.9%
Database Management	85	25.2%
Financial	84	24.9%
Evaluation	74	22.0%
Management Role / Supervisory Duties	42	12.5%
Sampling / Eduselling	2	0.6%

Table 2

Frequency of Transferrable Skills in Job Postings

Transferrable Skill	<i>N</i>	Percentage
Communication Skills	278	82.5%
Computer Skills	205	60.8%
Long Hours	141	41.8%
Creativity	121	35.9%
Self-Motivated	119	35.3%
Team Player	92	27.3%
Attitude	81	24.0%

Table 3

Entry-level to Non-entry Level Chi Square Analyses Summary of Job Responsibilities

Skill	Entry level	Non-entry level	Chi square	df	N	p
Sell	87.6%	88.3%	0.026	1	267	.509
Fulfillment	72.4%	69.1%	0.322	1	267	.335
Prospect	70.5%	74.1%	0.415	1	267	.306
Presentations	63.8%	68.5%	0.636	1	267	.253
Game Day	49.5%	37.0%	4.079	1	267	.029
Packages	46.7%	51.9%	0.685	1	267	.241
Cold Calling	37.1%	48.1%	3.134	1	267	.05
Appointments	36.2%	22.8%	5.622	1	267	.013
Needs	29.5%	42.6%	4.645	1	267	.021
Financial	20.0%	30.9%	3.852	1	267	.033
Evaluation	20.0%	24.1%	0.607	1	267	.266
Database Management	17.1%	29.6%	5.338	1	267	.014
Management	5.7%	18.5%	8.954	1	267	.002
Sampling	0.0%	1.2%	1.306	1	267	.367

Table 4

Summary of Logistic Regression Analysis for Predicting Entry-Level Positions from Job Responsibilities (n =337)

Predictor	B	SE B	Wald	Df	Sig	e ^B
Sell	-.605	.575	1.109	1	.292	.546
Prospect	.426	.447	.907	1	.341	1.531
Cold Calling	.576	.317	3.307	1	.069	1.780
Appointments**	-.876	.326	7.203	1	.007	.417
Packages	.356	.314	1.286	1	.257	1.427
Presentations	-.013	.349	.001	1	.970	.987
Needs**	.824	.319	6.682	1	.010	2.279
Management*	1.291	.520	6.165	1	.013	3.638
Fulfillment	-.219	.323	.461	1	.497	.803
Sampling	21.895	26085.123	.000	1	.999	3.22
Evaluation	-.010	.358	.001	1	.978	.990
Database*	.690	.354	3.804	1	.051	1.995
Financial*	.777	.347	5.011	1	.025	2.175
Game Day**	-8.20	.302	7.361	1	.007	.440
Constant	.206	.590	.121	1	.727	1.228
Model χ^2	46.199					
Model df	14					
Model Nagelkerke R Square	.215					

Note: e^B = exponentiated B, *p < .05, **p < .01, ***p < .001.

Table 5

Organizational Level Chi Square Analyses Summary of Job Responsibilities

Skill	Outsourced	In-house	Chi square	df	N	P
Sell	91.0%	85.0%	2.389	1	337	.082
Prospect	81.1%	64.6%	9.632	1	337	.001
Fulfillment	81.1%	61.1%	13.633	1	337	.000
Presentations	74.8%	61.5%	5.831	1	337	.01
Needs	55.0%	27.0%	25.203	1	337	.000
Packages	54.1%	49.6%	.602	1	337	.255
Cold Calling	47.7%	41.2%	1.319	1	337	.151
Game Day	42.3%	43.4%	.032	1	337	.477
Financial	21.6%	26.5%	.966	1	337	.199
Appointments	20.7%	31.4%	4.234	1	337	.026
Database Management	15.3%	30.1%	8.614	1	337	.002
Evaluation	14.4%	25.7%	5.497	1	337	.012
Management	10.8%	13.3%	.414	1	337	.324
Sampling	0.0%	0.9%	.988	1	337	.449

Table 6

Summary of Logistic Regression Analysis for Predicting Organizational Type from Job Responsibilities (n =337)

Predictor	B	SE B	Wald	Df	Sig	e ^B
Sell	-.200	.515	.151	1	.698	.819
Prospect*	-.854	.392	4.748	1	.029	.426
Cold Calling	.231	.303	.580	1	.446	1.260
Appointments**	.897	.319	7.895	1	.005	2.452
Packages	.240	.291	.679	1	.410	1.271
Presentations	-.582	.334	3.036	1	.081	.559
Needs***	-1.042	.274	14.433	1	.000	.353
Management	.142	.431	.109	1	.742	1.153
Fulfillment***	-1.096	.307	12.738	1	.000	.334
Sampling	20.031	27856.800	.000	1	.999	5.00
Evaluation	.417	.361	1.330	1	.249	1.517
Database	.609	.339	3.220	1	.073	1.839
Financial	-.146	.328	.198	1	.656	.864
Game Day	.282	.280	1.018	1	.313	1.326
Constant	2.318	.562	16.995	1	.000	10.151
Model χ^2	66.381					
Model <i>df</i>	14					
Model Nagelkerke R Square	.249					

*Note: e^B = exponentiated B, *p < .05, **p < .01, ***p < .001.*

Table 7

Management Level Chi Square Analyses Summary of Job Responsibilities

Skill	Management	Non- Management	Chi square	df	N	p
Sell	76.2%	88.5%	4.887	1	337	.031
Presentations	61.9%	66.4%	.336	1	337	.338
Fulfillment	61.9%	68.5%	.725	1	337	.247
Prospect	47.6%	73.2%	11.481	1	337	.001
Database Management	42.9%	22.7%	7.911	1	337	.006
Game Day	42.9%	43.1%	.001	1	337	.559
Packages	38.1%	52.9%	3.217	1	337	.051
Needs	38.1%	35.9%	.074	1	337	.455
Financial	35.7%	23.4%	2.984	1	337	.065
Evaluation	28.6%	21.0%	1.224	1	337	.181
Cold Calling	14.3%	47.5%	16.476	1	337	.000
Appointments	7.1%	30.8%	10.271	1	337	.000
Sampling	0.0%	0.7%	.286	1	337	.766

Table 8

Summary of Logistic Regression Analysis for Predicting Management Roles from Job Responsibilities (n =337)

Predictor	B	SE B	Wald	Df	Sig	e ^B
Sell	.214	.581	.135	1	.713	1.238
Prospect	.378	.455	.690	1	.406	1.459
Cold Calling**	1.703	.543	9.847	1	.002	5.488
Appointments**	1.774	.653	7.376	1	.007	5.893
Packages*	1.004	.437	5.281	1	.022	2.729
Presentations	-.783	.468	2.802	1	.094	.457
Needs	-.595	.404	2.173	1	.140	.552
Fulfillment	.497	.410	1.465	1	.226	1.643
Sampling	18.731	28230.953	.000	1	.999	1.364
Evaluation	.080	.455	.031	1	.860	1.083
Database*	-1.086	.396	7.532	1	.006	.338
Financial	-.519	.417	1.550	1	.213	.595
Game Day	.370	.396	.875	1	.350	1.448
Constant	1.046	.673	2.416	1	.120	2.847
Model χ^2	48.423					
Model df	14					
Model Nagelkerke R Square	.253					

*Note: e^B = exponentiated B, *p < .05, **p < .01, ***p < .001.*