



ICSSPE Perspectives

MANAGING SPORT ACROSS BORDERS

Edited by

Anneliese Goslin, Darlene A. Kluka,
Rosa López de D'Amico and Karen Danylchuk



Managing Sport Across Borders

Sport is both a global business and a vehicle for social inclusion and community development. This book examines key performance areas in sport management that cut across cultural, economic and geographical borders, from both commercial and social justice perspectives.

Written by leading sport management and sport development scholars from around the world, the book highlights international management challenges, suggests appropriate management practices, and raises questions to stimulate further debate. From a commercial sport management perspective it explores key topics including the management of sport communication in an age of digital media, crowd funding in sport, managing government and commercial alliances, and managing power and politics in sport. From a social justice perspective, it examines issues including sport volunteer management, the management of sport for inclusion, and academic partnerships in international sport management.

Offering an authoritative survey of contemporary international sport management, as well as signposts for future research and practice, this is fascinating reading for all students, researchers and practitioners working in sport management or sport development.

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Series Editor Introduction

By publishing Perspectives, the International Council of Sport Science and Physical Education (ICSSPE) aims to facilitate the application of sport scientific findings to practical areas of sport by integrating a wide variety of fields. Each volume of Perspectives contains expert contributions from different disciplines and different countries addressing a specific topic. The themes of the Perspectives series come from members, partners, and friends of ICSSPE and are evaluated by its Development Committee.

The Development Committee is the organisation's main body for the analysis of global and regional developments in sport, physical education and physical activity. As ICSSPE's goals involve research, education and policy development in these areas, the Committee fully supports this Perspectives series publication, *Managing Sport Across Borders*, as it links directly with three drivers that have been established: governance, leadership, and development. This is one of the few books that provides perspectives of managing sport globally relative to social justice through volunteer management, socio-cultural value systems, and a demand for an inclusive approach.

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Introduction

Anneliese Goslin, Darlene A. Kluka, Rosa López de D'Amico and Karen Danylchuk

Sport has become a global brand and commercial entity while simultaneously recognized as a vehicle for social inclusion and community development. This publication explores this dichotomy and the complexity of sport as well as the impact and challenges thereof on modern international sport management practices. In this publication, sport management is approached from commercial and social justice perspectives across borders. By illuminating and clarifying this juxtaposition in international sport management, selected key areas are conceptualized and debated on a continuum of global sport management ranging from commercial to social justice contexts. This text examines key performance areas in sport management that cut across cultural, economic and geographical borders and includes perspectives of recognized sport management experts. From a commercial sport management perspective, key performance areas include clarifying the concept of international sport management, visionary sport management as an enabler, managing sport communication in an age of digital media, crowd funding in sport, managing government and commercial alliances and managing power and politics in sport. From a social justice perspective, issues include paradigm shifts in sport volunteer management, management of sport for inclusion and academic partnerships in international sport management. In each chapter, recognized international experts in sport management representing a variety of global regions explore and clarify key concepts, highlight international management challenges, suggest appropriate management practices, and provide guidelines to position key international sport management issues optimally. Chapters conclude with questions to stimulate further debate on the topic. This text is unusual, as it focuses on the dichotomy of sport management and is an essential text for developing global mindsets in international sport management.



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Part I

Commercial perspectives on sport management



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1 Integrative framework for international sport business management and its macro-environment

Anneliese Goslin and Darlene A. Kluka

Key concepts

- international sport business scenario/context;
- need for international sport business management;
- concepts in international management defined;
- integrative model for international sport business management;
- challenges for international sport business management;
- a conceptual framework for understanding the international sport business environment.

Learning goals

- Provide a conceptual baseline for international sport business management;
- Build a case for international sport business management and sport managers who can execute managerial functions across cultures and geographical borders;
- Identify and clarify challenges faced by managers in an international sport business management context.

Introduction

There continues to be little consensus on when and how sport, as a social construct, transformed into a business. Westerbeek and Smith (2003) hinted at this blurry transformation in their book, *Sport Business in the Global Marketplace*, by recounting that as early as 78 BC, Gaius Maecenas cautioned cities against squandering huge sums of money to provide sporting infrastructure. Since then, there appears to be consensus that sport has now become a global phenomenon, not because of substantial increases in participants or spectators but, rather, because of its massive business and commercial potential. The universal appeal of sport affects lifestyles all over the globe, including business activities of sport organizations and business corporations. Fans' fascinations with sports team successes and failures present attractive business opportunities to cities, sponsors and mega corporations. Sport is often depicted as the ultimate equalizer in societies, its universality making

it an internationally recognizable and marketable product. Sport has been labelled a universal aspect of popular culture and has always included an international dimension. This, however, has been greatly intensified over recent decades (Thibault, 2009).

In its 2018 report, *Global Entertainment and Media Outlook: 2018–2022*, PricewaterhouseCoopers (PwC) estimated that global sports market growth, even in times of recession and economic hardship, is to escalate at a compound annual growth rate (CAGR) of 4.4% over the next five years across borders. The most rapid growth will occur in digitally driven segments, with virtual reality leading. E-sports are projected to be the second fastest-growth area when separated out from video games. Newspapers and magazines are projected to experience revenue declines by 2022. The European Commission's group on Sport Economics estimated that sport business in a broader sense accounted for 3.7% of the European Union (EU) gross domestic product (GDP) (European Commission, 2007). In 2018 a study on the economic impact of sport through sport satellite accounts in the EU concluded that the share of sport-related GDP within the EU is 2.12% and amounts to €279.7 bn. Furthermore, the share of sport-related employment amounts to 2.72% of total EU employment, equivalent to 5,666,195 persons.

Relative to the Olympic Games, 2004 in Athens realized a profit of around US \$106 million (Shortstop, 2009). During a global economic downturn, the Beijing 2008 Summer Olympic Games produced the most expensive Summer Games in Olympic history, US\$42 billion, resulting in a US\$36 billion loss. The most profitable was the 1988 Summer Olympics in Seoul, South Korea, with a surplus of US\$300 million. The average cost of an Olympics has been US\$3.8 billion, resulting in an average loss of US\$600 million. Some profit has been made since 1896, but no more than 5% at any time (Varano, 2016).

It is not only mega sports events that have the potential to generate revenues but also sports stars and champions. Weber Shandwick Sport (2018) suggested that international sport business decisions continue to have the capacity to drive sharp increases in, among other things, shirt and merchandising sales, sponsorship revenue, match ticket sales and global fan bases for professional sports.

International sport business opportunities in and through sport are evident on a global scale. Sport knows no boundaries and moves easily across national and continental borders. For example, mega sport events and elite athletes benefit from the vast wealth of the Arabian Gulf. Athletes and coaches relocate to the Middle East with promises of new nationalities, impressive salaries and lifelong benefits. Middle East sponsors cross national borders without hesitation when sport business opportunities are identified. Abu Dhabi-based airline, Etihad Airways, signed a three-year deal in 2009 of US\$57.24 million to appear on the shirts of Manchester City and display their brand and logo on the City of Manchester Stadium, the club website, match-day programmes and other club merchandise. In the Far East, the Asian Tiger economies of China and Japan are serious players in the international sport business arena. The commercial power of China was evident for the world to see during the run-up and aftermath of the 2008 Beijing Olympics. Japan's sports media market has been described as a "crouching tiger"

because new technology is changing the way in which the Japanese and the world watch sport. Japan's *Uniting Our World* Tokyo 2016 Olympic Bid presented impressive examples of Japan's global ambition and commitment to unite sport and business. Tokyo 2020 will mark the greatest urban transformation of a major world city ever which will occur alongside preparations for the largest multi-sport event on earth. Although Japan's sport performances have not always been in the top three overall in the world, the same cannot be said for its urban infrastructure, sport media landscape and event management expertise. Global sport organizations and corporations such as FIFA, FIBA, IRB and US Major Leagues have trusted Japan to host their flagship sport events since the beginning of the 21st century. Japan's international sport business footprint is reinforced further by its committed sport sponsors. Sport sponsorships represent substantial parts of Sony, Panasonic, Toyota, Canon and Toshiba business portfolios (Fry, 2009).

Even on the vast continent of Africa, often described as a sleeping giant, sport business opportunities continue to mushroom. The 2010 FIFA World CupTM in South Africa was marketed as Africa's chance to establish new frontiers in the international sport business arena. Cape Town's bid for the 2020 Olympic Games was based upon FIFA's World Cup a decade before.

The attractive commercial power of international sport becomes unmistakable in a business portfolio analysis of some of the world's most influential corporate and individual investors and multinational corporations. An international picture in terms of types of sport, diverse industries and geographical distribution is listed in Table 1.1. Investors include business groups, individuals and governments; this demonstrates a diverse appetite for sport business opportunities.

It becomes evident that sport has moved beyond local playing fields into boardrooms, stock markets, world courts, across national borders and even into cyberspace. As globalization of the business of sport accelerates, it becomes increasingly important for sport managers to function effectively in this international sport business arena. Across-border teams and units are responsible for organizing and presenting mega sport events, sport enterprises trade across national borders. Sport leaders, managers, investors and businesspeople from diverse cultural backgrounds interact around virtual and real boardrooms of international sport governing bodies and global organizations as part of international strategizing teams. A new generation of sport business managers who are equipped with appropriate and innovative skill sets is needed to manage the complex and globalized sport environment.

The broad scope of international sport business management entails transactions, interactions, activities and/or decisions across national borders and cultures. The approach to *Managing Sport Across Borders*, therefore, involves investigations of business processes and management functions from international sport business perspectives. The book is not aimed at comparing and describing single-culture descriptions of national businesses of sport but, rather, to investigate and clarify factors influencing management functions across national borders in the complex international sport business environment.

Table 1.1 Influential investors' involvement in international sport business (Forbes, 2018)

<i>Influential global investor and business industry</i>	<i>International sport business involvement</i>
Ernesto Bertarelli Biotechnology	Team Alinghi, sailing (USA)
Warren Buffett Insurance, non-controlling stakes in Coca Cola, Anheuser-Busch, Wells Fargo	Omaha Royals, baseball (USA)
Larry Ellison Entrepreneurial business software	BMW Oracle Racing, sailing (USA)
Malcolm Glazer Food processing, health care, real estate, broadcasting	Tampa Bay Buccaneers (USA) Manchester United, football (UK)
Jerry Jones Oil and gas exploration	Dallas Cowboys, American football (USA) Dallas Desperados, Arena Football League (USA)
Vijay Mallya United Breweries Group	Royal Challengers Bangalore, cricket (India) Force India, Formula 1 (India)
Paul Allen Microsoft co-founder	Portland Trail Blazers, NBA (USA) Seattle Seahawks, NFL (USA) Seattle Sounders, soccer (USA)
Philip Anschutz Anschutz Entertainment Group (AEG), Regal Cinemas	Sports stadiums (USA) Sports stadiums (Germany) Sports teams, basketball, ice hockey, football (USA and Germany)
Stan Kroenke Kroenke Sports Enterprises and Entertainment Sports teams, sports broadcasting, sporting goods, sports ticketing	Holding company in NFL, lacrosse, NBA, NHL, Arena Football League (USA) English Premier League football (UK)
Marian Ilitch Pizza, sports team	Detroit Red Wings, Detroit Tigers
Richard DeVos and family Amway	Orlando Magic
Vichai Srivaddhanaprabha Duty-free	Leicester City
Ted Fortsmann IMG, entertainment and media business	Ownership of sport events, sport development academies, elite athlete representation, talent management (globally)
Tom Hicks Private equity investments	Dallas Stars, NHL (USA) Texas Rangers, MLB (USA) Premier League Liverpool Football Club (UK)
Roman Abramovich Steel and investment company, Millhouse, LLC	Chelsea Football Club (UK)

Qatari government Oil, gas and natural resources	Sport events and sport infrastructure (Middle East) MotoGP, motor racing Asian Games Sony Ericsson Women's Tennis FIFA World Cup AC Milan Football Club (Italy)
Silvio Berlusconi Business media tycoon, entrepreneur, former Italian prime minister, European Parliament	
Abu Dhabi United Group of Development and Investment (ADUG) – Sheikh Mansour bin Zayad Al Nahyan Natural resource wealth of the Middle Eastern state	Primary owner, Manchester City Football Club (UK) Melbourne City Football Club (Australia) New York City Football Club (USA)
News Corp Global media business	Fox-branded sports television channels (USA and Australia) Sky-branded sports television channels (UK and Italy)
Dietrich Mateschitz Red Bull energy drinks	Formula 1 motor racing (Austria) NASCAR Team Red Bull (USA) Red Bull Salzburg Football Club (Austria) Red Bull New York Football Club (USA) Red Bull Brazil Football Club (Brazil) Action sports (globally) City Football Group and Formula E team
China Media Capital Public equity and venture capital	
Micky Arison Carnival Cruises	Miami Heat
Mikhail Prokhorov Investments	Brooklyn Nets
Hasso Plattner and family Software mogul	San Jose Sharks
Nike Sporting goods and equipment Sports sponsorships	Operating in over 160 countries worldwide Sponsored sporting icons such as Tiger Woods, Pete Sampras and Venus Williams
Mukesh Ambani Petrochemicals, oil and gas	Mumbai Indians
ESPN (several specialized sub-networks: ESPNW, ESPN Classic, ESPN2, ESPNU, ESPNDeportes3, ESPN College Extra 1–8) Sports television network, media rights	Sports television networks cover North America, South America, Europe and Asia

The international sport business context

Management theory analyses the context in which institutions conduct their business in detail. The intricacies, diversity and multi-dimensional layers of effective management are reflected in the dynamic internal and external management environments of business entities. Managing the macro-environment implies an understanding of economic forces, political systems, diverse infrastructures, legal requirements and dominant cultures. At the same time, internal management environments respond proactively to dynamic external management environments through appropriate strategies, organizational structures, performance and control systems. Individual managers merge internal and external business environments into meaningful composites through communication, negotiation, motivation and visionary leadership (Deresky, 2018). The business environment of sport organizations operating only on a domestic level appears relatively simplistic as they deal with a given set of local variables and parameters. Sport is obviously not localized or restricted to one country. Sport as a product is extremely mobile. Practically every sport business management decision taken in the 21st century is influenced by variables in the international business context.

In its basic form, *international business* can be defined as those business transactions and activities crossing national borders and involving two or more nations (Phatak, Bhagat, & Kashlak, 2005). International business has evolved to a level of sophistication and complexity where it is characterized by networks of resources moving across national borders. When this definition is applied to an international sport business context it reflects the movement of athletes, sport managers, board members, shareholders, fans, finished sporting goods, sport sponsorships, sport technology, sport events and even sport entrepreneurship and performing management functions of accounting, marketing or consulting across national borders. The involvement of Kolpak cricket players in the English County Cricket League presents an example in this regard. Sports agents scout for cricket talent across national borders and offer contracts to deserving cricketers under the Kolpak legal agreement of the International Cricket Council. International Kolpak players “sell” their sporting talent to the highest bidder in the English Cricket League and add value to English club cricket. The international business vision of Lalit Modi and Andrew Wildblood gave birth to the Indian Premier Cricket League (IPL) franchise. Modi wanting to enhance the Indian domestic cricket league by exposing it to global spectator audiences auctioned eight cricket team franchises to the highest bidders for a total value of US\$723.6 million in 2008. The IPL consists of eight cricket teams comprised of international cricket players competing against each other in home and away matches. Franchisees bid for the services and skills of the world’s top professional cricketers to strengthen their teams. In 2019 Virat Kohli is undoubtedly the most valuable player in the world. He was bought for INR 17 Crore to play for the Royal Challengers Bangalore.

Online video blogs by cricketers, live camera interaction, fantasy cricket and online betting took the action of the IPL beyond the borders of India and offered international business and sponsorship opportunities.

International sport business involves *international management*. International management rests on two basic premises (Phatak et al., 2005). Management tasks of planning, organizing, leading and controlling are needed. These procure, allocate, utilize, coordinate and move human, financial technological, physical and intellectual resources across borders and merge them into a unified new sport business event, product or service. International management demands performing management tasks in a dynamic and heterogeneous business environment where parameters and variables change at different rates. Change of governments cause rapid political changes in the business environment, exchange rates fluctuate continuously, economic markets tumble unexpectedly, and international trade and labour laws transform over time (Phatak et al., 2005). The concepts of international business and international management have been merged into a single definition that can be applied to a sport business context. International management can be defined as a process of achieving the global objectives of an organization by executing two core management activities: (1) effectively coordinating all resources across national borders to create new sport products and services, and (2) charting strategies leading to desired business goals by skilfully and effectively navigating dynamic and often volatile international business parameters and variables.

Sport events across national borders have occurred for centuries. Some of the earliest examples of such “international” sport events involve the Ancient Olympic Games. The first recorded Olympic Games were held in 776 BC. For the first 50 Olympiads (200 years) athletes and traders travelled from 100 city-states, and later under Roman rule even from Alexandria and Sidon, to Olympiad to compete for the highest honours and trade with spectators and local citizens (de Lange, 1998). Those Ancient Games were simplistic in management structure and business approach compared to the Modern Olympic Games with its complex business models, global alliances, international significance, and impact on regional and world economies. Sport traversed from simplistic events to the first multi-national sponsorship of sport at the 1976 Montreal Olympic Games spearheaded by Patrick Nally (de Lange, 1998). Modern sport as a business constitutes a global economic power. Mendelhall, Punnett, and Ricks (1995) analysed the development of international management since the second half of the twentieth century in terms of the number of actors in the international business environment. The international business environment grew from a simplistic two-actor stage where the major players were the organization and its foreign commercial partner to the modern multi-actor stage characterized by a spectrum of different interest groups, economic alliances and international agencies that transcend national borders.

International sport organizations and managers of the 21st century operate in this multi-actor stage. For example, the International Olympic Committee (IOC) based in Switzerland, allocates its flagship event, the Olympic Games, to international bidding cities that present the event under the financial regulations and domestic laws of the host country, sell media and broadcast rights to international media networks while environmental groups insist the IOC incorporate “green” issues into strategic decisions, and gender equity groups actively campaign for