

SPORT MANAGEMENT 2024/2025

INDIVIDUAL EXAM

IN

SPM 230- SPORT MARKETING

Information

- Start of exam: Tuesday October 15. 2024 at 10.00 a.m
- End of exam: Tuesday October 15. 2024 at 14.00 p.m. in WISEflow
- Exam results will be available within three weeks from the exam date: 5th of November 2024
- Aids: None
- Give your answer in English or Norwegian

Please answer the questions using the theories and models that you have learned in the course by relating them to the context described in the case of FIS Nordic World Ski Championships Trondheim 2025 (Trondheim 2025). The case is described with the information below, taken directly from the website.

It is in addition important to bear in mind that there is an agreement between FIS, The Norwegian Ski Federation and Trondheim city concerning the economic sustainability of the event, with a goal of generating a positive financial result that can be canalled back to the grassroot level.

You can make additional assumptions about the case whenever you find it necessary, but make sure to clearly outline these.

Case: FIS Nordic World Ski Championships – Trondheim - 26th February to 9th March 2025 (Trondheim 2025)

The biggest ski festival in Norway this decade has as its slogan “Together for winters to come”, and their main marketing message is “Be there to experience the atmosphere, the moments, and the togetherness. Create memories that will last a lifetime!”

Their values are defined as

Inclusive: An unforgettable ski festival where everyone is involved, both on the road to and during the Ski World Championships in 2025.

Forward-Looking: A forward-looking world championship that celebrates, engages, and creates ripple effects.

Action-Oriented: We aim to create ripple effects, value, and sustainable development in the region.

Sustainability at the core

On the event’s web page one can read:

Our ambition is to be the most sustainable World Ski Championships of all time in 2025. Sustainability will be at the heart of everything we do.

Trondheim 2025 holds a unique position and opportunity to take action against climate change. We aim to contribute to addressing challenges that threaten the sport of skiing. Collaboration is crucial to achieving the set goals, and sports serve as a unifying force to reach those objectives. We aspire to go the extra mile. We will challenge, inspire, and demonstrate that we take our share of responsibility.

Sustainability is at the core of everything we do. Trondheim 2025 has a distinct role as a social entrepreneur, and we aim to be an inclusive arena for everyone, both leading up to the World Championships, during the event itself, and afterward. We are working towards:

- More nationalities among volunteers.
- Inclusion of para-athletes and additional events for women in the combined program.
- Reducing exclusion.
- Contributing to increased activity and community.

Flagship projects (as described on the web page)

These are the ripple effect projects of the Ski World Championships, designed to create lasting value for the city, the region, the sport, and other stakeholders involved. The projects require close collaboration with the business sector and various knowledge environments to be successfully implemented.

Sustainability goal No. 3: Good Health and Well-being: Barnas mini-VM and AktiVM

Trondheim 2025 aims to inspire increased physical activity and share knowledge and tools that contribute to better public health and enhanced quality of life.

Through the project AktiVM, we emphasize social and physical activities tailored to all target groups. We share insights and expertise for improved public health and quality of life based on the principles of ABC. The event itself will be an unforgettable celebration for people of all ages. Public health and quality of life also involve diet and nutrition. With advanced technology on the menus, we will provide customers with recipes and inspiration for a healthy diet. Our attitude campaign with ADNO against sports teams highlights the importance of clean sports.

We have defined the following two flagship projects for UN Goal No. 3:

1. AktiVM (with read-more link)
2. Barnas mini-VM (Children's Mini World Championships) (with read-more link)

Sustainability Goal No. 9: Industry, Innovation, and Infrastructure: Snow for the future and measurement of sustainability

Trondheim 2025 aims to be a driving force for innovation. By facilitating and encouraging new technology and solutions, we strive to be a catalyst for sustainable behavior.

To test new technology and innovation, the World Championships will utilize major events leading up to the main event. We involve the student community in relevant World Championship cases, and through VM challenges, we gain insights into available opportunities. We develop measurement tools for sustainability and contribute to the development of concepts tailored to sports events. Developing digital channels and platforms is a natural part of a sustainable event, both for conveying and sharing information and for captivating the audience.

We have defined the following two flagship projects for UN Goal No. 9:

- Snow for the Future (no link)
- Measurement - Green Producers Tool (no link)

Sustainability Goal No. 10: Reduced Inequality: Work-inclusive arena and equal opportunities in sports

Trondheim 2025 is a championship for everyone. With a focus on inclusion, diversity, and equal opportunities, we develop expertise and local value creation.

The World Championships are a work-inclusive arena, both leading up to the main event and during the championships themselves, where we aim to provide a fully inclusive environment where everyone feels welcome. We seek equal opportunities for all. In the World Championship program, we include para-athletes and additional combined women's events, as well as mixed team jumping in the large hill. There are equal prize money for women and men, and a 40/60 gender distribution in the organization. Diversity and inclusion are central. We aim to contribute to the development of the local community and facilitate the sharing of experiences and the development of expertise.

We have defined the following two flagship projects for UN Goal No. 10:

- World Championships as a work-inclusive arena (no link)
- Equal opportunities in sports (no link)

Sustainability Goal No. 12: Responsible Consumption and Production: Plastic-smart ski world championships and locally sourced food

By being mindful of reuse, procurement, and consumption – and engaging with local producers – Trondheim 2025 aims to minimize its footprint.

We are taking several concrete steps for smart procurement and use of equipment, as well as recycling and reuse: We have sustainable procurement practices that support local entities prioritizing sustainable consumption and production. Collaborative agreements with other organizers on shared equipment are in place, and we aim to purchase used equipment for anything not intended to be permanent after the championship. We strive to contribute to solutions for making outdoor winter events more plastic-smart and offer a sustainable food concept that showcases the Trøndelag food region.

We have defined the following two flagship projects for UN Goal No. 12:

- Plastic-Smart Ski World Championships (with read-more link)
- Sustainable and Locally Sourced Food and Catering (no link)

Sustainability goal no. 13: Stop climate change: From waste to resources, transport and mobility (in Norwegian only – our translation)

By encouraging responsible choices among us, our audience, our partners and suppliers, Trondheim 2025 will have a reduced climate footprint.

Trondheim 2025 takes several measures to help stop climate change. Within transport and mobility, we will challenge the industry on sustainable means of transport for public transport, as well as set demands for zero emissions on accredited transport. We facilitate solutions that ensure recycling, reuse and correct waste management. We will choose energy-efficient solutions and have measures to keep energy consumption as low as possible, and we will take environmental responsibility and be a promoter of green sports arenas through environmental certification of our main arenas.

We have defined the following two lighthouse projects for UN Goal No. 13:

- From waste to resource (no link)
- Transport and mobility (no link)

Sustainability Goal No. 17: Partnerships for the Goals: SPOR and WSC Academy

Trondheim 2025 aims to be a collaborative arena that builds expertise and promotes awareness of sustainable value creation.

Collaboration is crucial for Trondheim 2025, both internally and externally. With SPOR, we have established a platform for businesses to engage in sustainable value creation using the World Championships as a catalyst. We will conduct sustainability conferences based on our values and establish the World Championship Academy to strengthen our volunteer concept. By being open and sharing documentation and expertise, we aim to make our sustainability efforts accessible to all.

We have defined the following two flagship projects for UN Goal No. 17:

- SPOR (with read-more link)
- World Championship Academy (no link)

EXAM QUESTIONS.

The percentages given on the questions or blocks of questions indicate how much your answers to these questions will count for the overall grade for the written exam. You can also use them as an orientation for how much of the overall time you should spend on answering this question.

It is not expected that you include references to the literature in your text.

You can write your exam in either English or Norwegian. If you want, you may refer to English Sport marketing terms if you write your exam in Norwegian.

Part 1. (10%)

Consider the special features of sport and discuss why marketing sport events like the Trondheim 2025 is different from marketing other consumer goods or services.

Part 2. (30%)

The Sport Marketing Framework suggests that the development of marketing strategies should start with an analysis of sport marketing opportunities.

Conduct a SWOT analysis for Trondheim 2025 to examine the event's strategic position, based on their stated values and their objectives within economic, environmental and social sustainability.

Remember that you can make additional assumptions about the case when necessary.

Write the analysis as a list of bullet points for each of the categories S, W, O and T. You should include a short explanation for each of your bullet points.

Finally make a short summary of which marketing opportunities you suggest Trondheim 2025 should prioritize based on the analysis, and why you suggest these as the top priorities.

Part 3.(10% +10% = 20%)

a) Explain the concept of sponsorships fit and discuss this concept in relation to two of the sponsors for Trondheim 2025 listed below. (10%)

Remember that you can make additional assumptions about the case.

Title sponsor and presenting sponsor for Trondheim 2025 are Coop, Norway's second largest grocery retailer and Stora Enso, a leading provider of renewable products in packaging, biomaterials, and wooden construction.

Main partners are Würth, a leading manufacturer of assembly and fastening materials, Generali, insurance and Manner, a leading manufacturer of wafers, candy and confectionery.

Official sponsors are Sparebank1, a Norwegian bank, Swix, sports clothing and accessories, Gilde, Norway's largest meat producer, and Equinor, a multinational oil and gas company,

b) How can Trondheim 2025 and the sponsors you discussed in part a) ensure that they achieve sponsorship-related goals and prevent potential risks (10%)

Remember that you can make additional assumptions about the case.

Part 4. (20%)

Based on your SWOT analysis from Part 2, make an outline for a marketing plan towards the objective of maximizing ticket sales, using elements in the Marketing Mix. Your plan should consist of 4-5 marketing initiatives, briefly described.

5. (20%)

5. Discuss potential opportunities and challenges relating to sustainability (social and environmental) marketing and relate this to the current sustainability marketing and communication of Trondheim 2025.

Utilizing the Trondheim 2025 sustainability communication (SDGs) listed above as a point of departure, make 4 specific recommendations on how to communicate with integrity in sustainability marketing, based on your knowledge about integrity in sustainability communication in sport.

Remember that you can make additional assumptions about the case.