NORGES IDRETTSHØGSKOLE

SPORT MANAGEMENT 2026/28

INDIVIDUAL EXAM

IN

SPM 230- SPORT MARKETING

Information

- Start of exam: Wednesday October 28, 2026, at 10.00 a.m
  - End of exam: Wednesday October 28, 2026, at 14.00 p.m. in WISEflow
  - Exam results will be available within three weeks from the exam date: 18th of November 2026
  - Aids: None
  - Give your answer in English or Norwegian

The percentages given on part 1 to 3 indicate how much your answers to these questions will count for the overall grade on the exam. You can also use them as an indication for how much of the overall time you should spend on answering each part.

You can write your exam in either English or a Scandinavian language. If you write your exam in a Scandinavian language, you may still refer to the sport marketing terms in English if you prefer.

The exam tasks should be discussed using the theories and models you have learned in the course, but it is not expected that you include specific references to the literature in your text.

There are no word-limits for the tasks in this exam. As there are several questions to discuss you have to write brief answers prioritizing main points.

Part 1: weight: 33% of the examination

Case: DNB Oslo Marathon

DNB Oslo Marathon is one of Norway's largest mass-participation running events. The event offers several distances and formats, including a marathon (42.2 km), half marathon (21.1 km), *10 for Grete* (10 km), Oslo Mini Marathon for children, wheelchair racing and the 73 km Oslo Triple. The start and finish are located at Rådhusplassen (Oslo City Hall Square), and the courses take participants through central Oslo.

In 2026, the event attracted a record 29,100 registered participants, compared with 25,090 the previous year. The largest distance was the half marathon with 12,793 participants, followed by the 10 km *10 for Grete* with 10,392 participants and the marathon with 4,765 participants.

Participants range from experienced competitive runners to recreational and first-time runners. The event therefore provides different kinds of value to different consumers.

The participant experience also extends beyond the race itself. Oslo Marathon provides an event app with course and arena maps, a pace calculator and live results, while spectators can use the app to follow runners live. Commercial partners and sponsors are also an important part of the event.

Assume that the management of Oslo Marathon wants to strengthen the event's market position and continue to attract both existing and new participants.

Assignment:

Using relevant theories and concepts from the course, answer the following questions. Briefly state any additional assumptions you make.

1a) Briefly explain what is meant by the Strategic Sport Marketing Framework and describe its main stages. Based on the case, identify and discuss two important marketing opportunities or challenges for Oslo Marathon.

1b) Explain the concepts of market segmentation and market positioning. Identify two relevant consumer segments for Oslo Marathon and discuss how the event could position itself towards one of these segments.

1c) Explain the difference between the core benefit, actual product and augmented product of a sport product. Apply these three concepts to Oslo Marathon and give relevant examples from the case.

1d) Explain what is meant by the sport marketing mix. Select three elements of the marketing mix that you consider particularly important for Oslo Marathon and discuss how these could be used to support the positioning strategy proposed in question b).

Part 2: weight: 33% of the examination

Case: The Norwegian Rowing Federation and the Viking Row

The Norwegian Rowing Federation is the national governing body for rowing. It supports a network of local rowing clubs, most of which are run by volunteers. The federation has a small professional staff and a limited marketing budget. Like many Olympic sports, rowing receives most of its media attention during major championships. Between those events, the sport has low visibility, and many clubs find it hard to recruit new members, especially children and young people. Rowing is widely known as a sport, but many people know little about what it involves or how to get started.

During the 2026 FIFA World Cup, Norwegian football supporters became known for a cheer called the “Viking row”. Fans sit down in rows, mimic rowing a longship in unison, and shout “Ro!”, the Norwegian word for row. The cheer was popularised by the national team’s supporters’ club, and it spread quickly. The players joined in on the pitch, politicians performed it, and people copied it in schools and workplaces. Videos of it spread widely on social media, and it received international media coverage. The cheer has no formal connection to the rowing federation, and nobody officially owns or controls it.

The federation sees an opportunity and is developing a marketing strategy. It would like to use the attention around the Viking row to increase the visibility of rowing and to attract more people to the sport, particularly through the local clubs. So far, the federation has not contacted the supporters’ club, the football federation, or any other party. Its own social media channels have a modest following, and the federation has limited experience of campaigns outside the rowing community.

Rowing is practiced outdoors on lakes, rivers and fjords, and the federation sees the close link to nature as an important part of what rowing stands for. It would like to highlight this in its marketing and present rowing as a “green” sport. At the same time, the federation is aware that rowing is not free of environmental impact: athletes and teams travel to regattas and training camps, and equipment and coach boats have a footprint. The federation does not want to make claims about sustainability that it cannot support.

Assignment:

Using relevant theories and concepts from the course, answer the following questions. Briefly state any additional assumptions you make.

2a) Using the concept of sport marketing as an engagement platform, choose two of the most important stakeholders for the Norwegian Rowing Federation, representing different types of stakeholders. For each of them, explain how they can contribute to the federation achieving the goals of its marketing strategy (more visibility for rowing and more participants), and how the federation and the stakeholder can collaborate to make this happen. Use the concept of value co-creation to describe which resources each party would contribute and what value each stakeholder would gain from the collaboration.

2b) The federation wants to build consumer-based brand equity for rowing through a marketing strategy that builds on the Viking row. Choose two or three elements of consumer-based brand equity (Keller) that the federation should focus on, and explain why. For each element, give concrete examples of how the strategy can strengthen it.

2c) Propose a social media strategy for the federation that builds on the Viking row and supports the brand equity elements you chose in 2a. Explain the objectives of the strategy, the target groups, the content and channels you would use, and how the federation can measure whether the strategy works. Justify your most important choices and keep in mind the federation's limited resources.

2d) Since rowing is dependent on the natural environment the federation wants to demonstrate environmental responsibility in its marketing. Discuss how it can do this without greenwashing. Use principles for credible environmental communication from the course and give examples of how messages should and should not be formulated.

Part 3: weight: 33% of the examination

Case: Lillefjorden Sport Club

Lillefjorden Sport Club is a grassroots sport club with approximately 500 members, primarily focused on competitive sport for children and youth. The club employs a small number of professional coaches in part-time positions and relies heavily on volunteers to organize its activities. The club's core values include *community and belonging*, *making sport fun, motivating, and developmental*, and *local engagement and social responsibility*.

Each year, the club organizes a three-day football tournament for age groups 10 to 17. The tournament is the club's most important source of revenue, and the income helps finance training activities and equipment and keeps membership fees for children and youth low. The event has grown in popularity over the years and now attracts teams from the local region as well as from other parts of the country. The teams are followed by parents and other family members, and the tournament also draws spectators from the local area.

The original purpose of the tournament was to generate revenue. Over time, however, expectations have changed. Players, parents, and other visitors now want more than the matches themselves. They look for a broader event experience, including food and snacks, social activities, entertainment, and family-friendly experiences. The club's volunteers are responsible for most of the practical arrangements, including the matches, the food stalls, and the activities around the pitches.

This year, a local car dealer has expressed interest in becoming the main sponsor of the tournament. The dealer is part of a national chain and is an official dealer of several car

brands. It sells cars in different categories to a broad range of customers, and families with children are among its most important target groups. In return for financial support, the dealer wants strong visibility throughout the tournament, including logo exposure and activation activities.

Assignment:

Using relevant theories and concepts from the course, answer the following questions. Briefly state any additional assumptions you make about the event.

3a) Choose two of the institutional logics presented in the course that you find most relevant for the case. Briefly explain each (who carries it, its end, its means, and how success is measured) and show how it is visible in the club's organization of the tournament, using examples from the case.

3b) Discuss where the two logics support each other and where they create tension for the club.

3c) Explain the concept of congruence in sponsorship. Use it to discuss how the proposed sponsorship can create value for both the car dealer and the club.

3d) Using the lenses of commercial logic and environmental logic, discuss the challenges the club may face in the sponsorship.

3e) After the tournament, how should the club evaluate its success? Identify what to measure, describe at least two methods, and discuss how the results can improve future tournaments.