

# The Social and Commercial Impact of Sport, the Role of Sport Management

**By Trevor Slack**

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(Delivered by Alex Thurston, PhD Candidate Loughborough University)

“To be successful, the first thing to do is fall in love with your work.”

Mary Lauretta, Educator

# My first involvement in sport

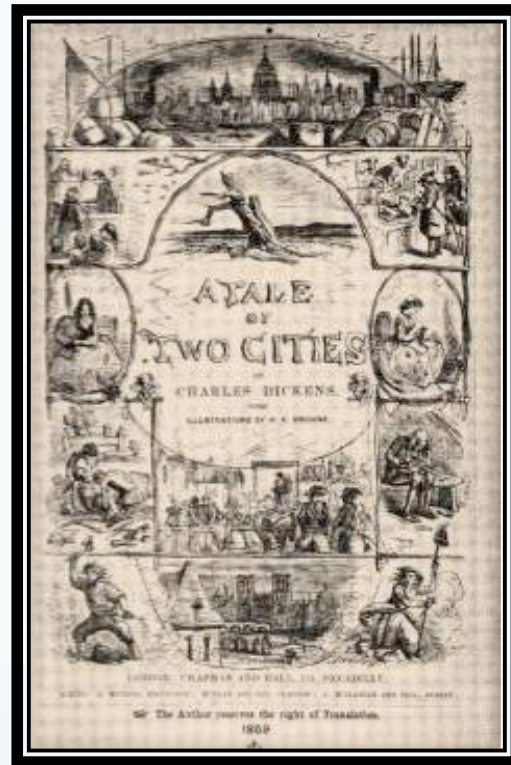


# My first involvement in sport





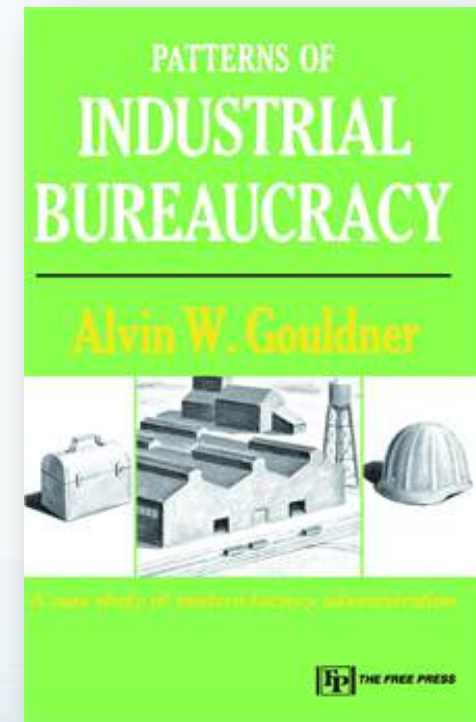
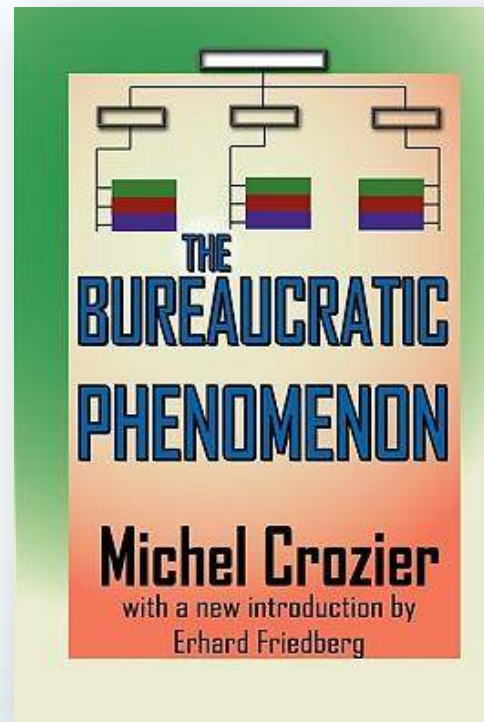
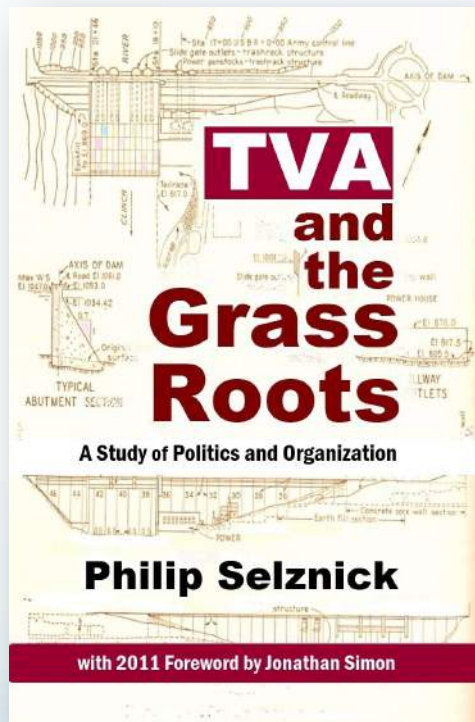
# For Sport Management...



**“It was (is) the best of times, it was (is) the worst of times”**

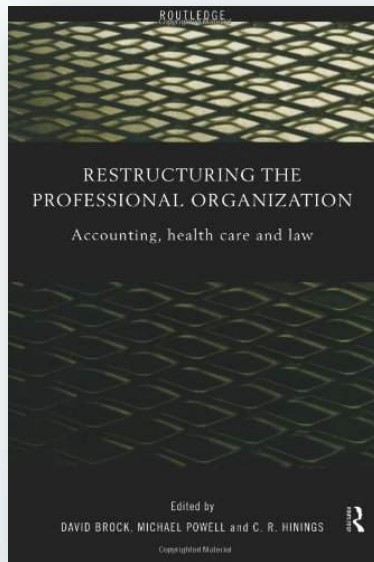
Charles Dickens

# More is not necessarily better

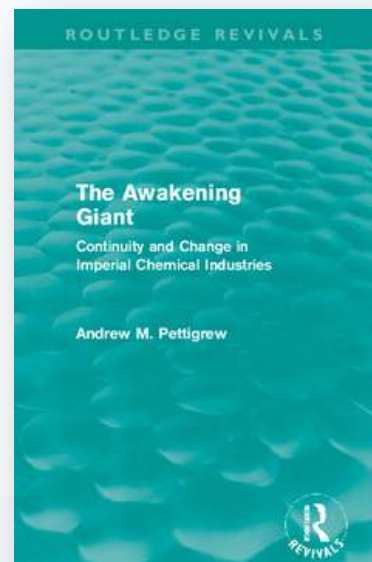


# Discuss your research with leaders in general management

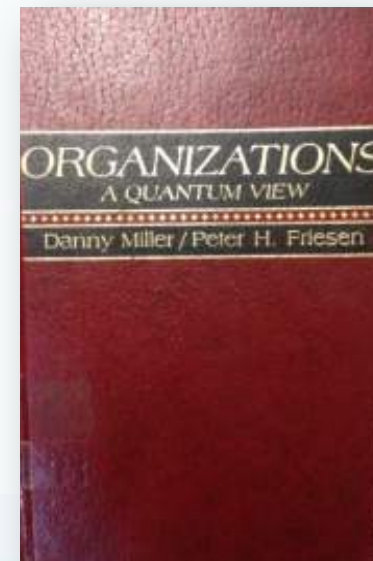
- For me.....



Bob Hinings



Andrew Pettigrew



Danny Miller



# Leading practitioners involved in the commercialisation of sport



Alan Pascoe



Mark McCormack



Bernard Lacoste





# Lacoste store



# Commercialisation of sport

- Sport is now a highly commercialised commodity
- The professional team sports industry is a complex micro-economy
- Media organisations owning sport franchises
  - An example of backward/vertical integration
- The role of newspapers and visual media

# Social issues

1. Sport and its relationship to the environment
2. The offshore production of sporting equipment
3. The impact of sport organisations on their community, specifically the topic of corporate social responsibility (CSR)
4. Comparative lack of research on smaller organisations such as sport clubs and recreational leagues, which are the backbone of the sport delivery system.

# 1. Sport and the environment

- All cities vying for the Olympic Games are required to submit a sustainability plan
- Two of the biggest sponsors are Coca-Cola and McDonalds. Both are accused of not being environmentally conscious
- Clubs and recreational leagues must be aware of environmental issues in their activities
- Golf courses may pollute rivers and streams through the use of fertilisers and pesticides
- The National Hockey League (NHL) is concerned about global warming because outdoor rinks and some indoor rinks are melting
- The Vancouver Canucks (NHL team) have started a programme in which they are concerned with environmental issues



## 2. Offshore production of sporting equipment

- Most sporting equipment sold worldwide is manufactured in developing countries
- The conditions in which this equipment is manufactured is atrocious
- Many workers (usually women) work in poor conditions
- Salaries are low, benefits are non-existent
- There are minimal health & safety initiatives
- Workers are subject to environmental issues



# 3. Sport organisations and their social responsibility

- More and more organisations/corporations have a social responsibility to their community (CSR)
- Consider environmental and ethical issues
- Consider the characteristics of employees
- Sport has a great commercial and social impact on its community. CSR can increase an organisations image, its financial status and the commitment its members show towards the organisation
- The general consensus amongst academics is that CSR represents social benefit that extends beyond the financial and legal requirements of a corporation

## 4. Comparative lack of research on smaller organisations

- Researchers have tended to focus on the more high-profile organisations
- Topics like language, emotion and humour (which are more important in smaller organisations) have been neglected
- Smaller clubs and recreational leagues, the backbone of the sport delivery system, have been neglected by researchers



# Working with others

- I'm quite prepared to work with others
- I don't know a lot about the psychology of organisations – topics like motivation, commitment and job satisfaction
- I know even less about economics and statistics!
- My area of interest is organisational theory – the structure, design and organisational processes
- I'm not easy to work with....



# A thank you to Janet

*You were content to let me shine, that's your way.*

*You always walked a step behind.*

*So I was the one with all the glory,  
while you were the one with all the strength.*

*A beautiful face without a name for so long.*

*A beautiful smile to hide the pain.*

*Did you ever know that you're my hero,  
and everything I would like to be?*

*I can fly higher than an eagle,*

*'CAUSE YOU ARE THE WIND BENEATH MY WINGS*

(From the Bette Midler song – Wind beneath my wings)

# In conclusion

- **Sport management** has tremendous potential
- Researchers must look at what has been written outside the sport management literature on the subject they are studying
- Researchers must not be afraid to use concepts and theories from related fields such as sociology, psychology, pedagogy, feminist studies, political science, economics, leisure studies and marketing
- We need to look at the more obscure sports and countries other than North America, Western Europe and Australia

# Finally....

- Thank you to all of the people at Coventry University for organising this EASM conference and for inviting me to deliver the keynote
- A special thank you to Dr Terri Byers and Dr Benoit Senaux for your assistance
- Most importantly: **To be successful you should love your work....and, in turn, help the field progress!**

# Thank you for listening

I will be around during the day for any questions, comments or discussion you may have on my paper.

(My wife, Janet, will be around with me so if you struggle to understand me - she will be able to help translate)

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