
Editorial

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Biographical notes: Vanessa Ratten is an Assistant Professor with research areas in sport and entrepreneurship. Her PhD is from the University of Queensland, Australia. She has published in numerous journals, including the *Asia Pacific Journal of Marketing and Logistics*, the *International Journal of Entrepreneurship and Small Business*, the *Journal of High Technology Management*, the *European Journal of Innovation Management*, the *Journal of Management & Organisation*, the *International Journal of Educational Management*, *Thunderbird International Business Review* and the *International Journal of Innovation and Technology Management*. She has co-edited a book, *Handbook of Research on European Entrepreneurship* (Edward Elgar, 2008), and is finishing a co-edited book on Asian entrepreneurship.

Dorene Ciletti is a faculty member of the Marketing, Sports Marketing and Entrepreneurship Division of Duquesne University, USA. Her research interests include marketing communication, sales, retail and sport marketing. She is particularly interested in sustainability and its integration into sports and marketing. A member of the American Marketing Association and Sport Marketing Association, she was an integral member of the planning team for the 2007 Sport Marketing Association Conference, earning a Marketer of the Year award from the American Marketing Association-Pittsburgh chapter.

Sport is a billion dollar global industry. Globalisation has presented challenges and opportunities in sport, and in a complex, changing environment, innovation, risk-taking, and acting proactively may hold the key to success. While sports management, sports marketing, and entrepreneurship have not frequently crossed paths in academic research, as competition for consumer dollars increases, innovative marketing efforts must evolve to create competitive advantage for sports organisations and proactively deliver value to consumers. Based on Wolcott and Lippitz's (2007) contention that entrepreneurship can offer direction to business leaders who want to increase their company's social and economic performance, entrepreneurship presents a way in which athletes, consumers and sports organisations can compete for excellence.

In this special issue of the *International Journal of Sport Management and Marketing* on 'The entrepreneurial nature of sports marketing', we would like to draw attention to the developing field of sport and entrepreneurship. This special issue suggests insights

into the emerging field of research related to entrepreneurship and sport and links the topic to the growing interest of individuals, companies and governments worldwide on sport. This introduction offers insight into the range of areas relating to sports entrepreneurship and indicates potential directions for future research.

The aim of this special issue is to advance a body of knowledge that relates entrepreneurial innovation to sports marketing and team performance management. The purpose of this introduction is to provide an overview of the general areas related to the impact of entrepreneurship on sport. During the past decade, the fields of entrepreneurship and sport management have both grown significantly. There are now many business schools that offer degree programmes and executive education on entrepreneurship and sport management, and both entrepreneurship and sport management studies have become central to the areas of business that individual countries compete globally on.

Entrepreneurship enables sports teams, individuals and companies to better compete, and sport is itself entrepreneurial by nature, as it is constantly evolving based on changing preferences and needs. With the decline in the global economy and ageing of the population, many national governments around the world have turned to sport as a way to invigorate their economies.

Entrepreneurial approaches to sport can come in a variety of forms and this special issue discusses a number of them, including corporate entrepreneurship, social entrepreneurship, community-based entrepreneurship, technological entrepreneurship, women's entrepreneurship, environmental entrepreneurship and small business management. Through sport we can see how a variety of different entrepreneurial ideas exist within business management. An emerging area of cross-disciplinary research in sport and entrepreneurship is the development of a sustainable sports industry that takes into account a number of different stakeholders from universities, schools, not-for-profit groups and commercial entities. The future holds a great deal of promise for sport entrepreneurship due to the continued funding and support of sport-related activities that combine different social strata and communities around the world. Some academic literature has suggested that sport is a specialist field. However, in this special issue we demonstrate the cross-disciplinary and generalisable nature of sport to entrepreneurship. In discussing sport entrepreneurship, we respond to practitioner and academic calls for more work that captures the inter-disciplinary and international nature of sport (*e.g.*, Close *et al.*, 2007; Dolles and Soderman, 2008).

The first paper by Neeley and Judson discusses entrepreneurial approaches to intercollegiate athletics. They discuss innovative ways that technology has been used to change the way organisations market sport-related activities, focusing on the variety of methods used by entrepreneurial organisations to support the marketing of intercollegiate athletics.

The second paper by Wilson *et al.* looks at crises in sport. The authors discuss a need for additional research on the entrepreneurial dynamics of brand risk associated with athletes and teams in crisis-related sports events, highlighting how professional sports teams are associated with risk taking activities of star athletes.

The third paper by Schwarz links sport marketing and management to the sport sciences through the entrepreneurial nature of sport. He further discusses the importance of a cross-disciplinary approach to sports marketing that can be linked to entrepreneurial studies. Schwarz reminds us that sport marketing and management

have become significant professions within the global landscape of the sport and business industry, and stresses the link between sport and entrepreneurship in the area of education management.

The fourth paper by Frederick and Patil looks at professional sports and the entrepreneurial effort involved in branding and sponsorship. The authors discuss how globalisation has increased the importance of sports around the world, examining the branding approaches of top sports marketing and communications executives in New Zealand.

The fifth paper by Devine *et al.* examines sports and entrepreneurship through tourism at sports events. The authors stress how the entrepreneurial skill of sports events organisers is crucial to the performance of their organisations. The paper also highlights the importance of innovation and creativity to sports organisers in marketing sports tourism events.

In the sixth paper, Afthinos *et al.* consider water polo in Greece. The authors examine the entrepreneurial nature of sports marketing through communication at sporting events, stressing that the connection between entrepreneurship and sports is evident in the way marketers deliver value to their consumers.

The seventh paper by Christiansen is on professionalism in elite sport. Christiansen discusses the development of cycling itself as evidence of sport entrepreneurship, and examines how the entrepreneurial attitudes of Danish elite cyclists have developed. He further considers the controversial (and often illegal and unethical) practice of doping in professional cycling.

Considering Denmark once again, the eighth paper by Storm and Nielsen examines Team Danmark as a model through which Danish elite sport can achieve international sporting success. The authors discuss how small nations compete in the international sporting arms race, examining the role of government in promoting entrepreneurship within elite sports bodies.

The ninth paper by McGlone looks at hazing in universities. The paper examines the entrepreneurial nature of sports by college administrators and student bodies. The paper points out that college sport is continually innovating and through university activities such as collegiate sport, entrepreneurship is promoted.

The last paper is by Terjesen and Argue who look at entrepreneurship at Brooks Sports. The authors discuss how a sporting organisation has used different dimensions of entrepreneurial activity. At the end of the paper there is a teaching note for academics and practitioners in sports marketing and management to use that addresses the areas of marketing and entrepreneurship.

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