Boston Marathon

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Boston Marathon

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for the degree of
Master of Arts Degree in Sport Management

by
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Dedications

This thesis is dedicated to my son Jordan. Thank you for your patience and understanding while I had my own homework to do. I love you.
Abstract

The thesis started with the first Chapter introducing the Boston Athletic Association (B.A.A.) and the history within their organization. The B.A.A. mission statement and what they stand for was also represented. The second Chapter describes the specific details of the Boston Marathon event. Chapter three provided a marketing plan for the Boston Marathon. The third Chapter also highlights the purpose, product, project market, position, package, price, promotion, promise, personal selling, and place. In Chapter four a plan to motivate and retain high performance employees was explained and implemented. A risk management plan specific to the Boston Marathon made up the contents of chapter five. The next portion in Chapter six covered ethical analysis on specific ethical issues related to marathon running through the application of ethical theories. Chapter seven consisted of personal career and leadership aspirations. A reflection on personal achievements and future goals finalized the thesis.
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Chapter One: Introduction

The Boston Athletic Association (B.A.A.) is the host of the oldest marathon in the history of the United States, the Boston Marathon. The B.A.A. recognizes what makes this marathon unique is giving their qualified athletes a chance to share the same experience as those who ran the course over 100 years ago. The event is based on providing opportunity for athletes rather than being profitable.

The Boston Athletic Association is a non-profit organization. It is noted on the B.A.A. website (http://www.baa.org/about.aspx) that the John Hancock sponsorship was established when Guy Morse became president of the B.A.A. in 1985. This sponsorship added a rich foundation allowing the event to offer the athletes more to their experience. Race entry fees, charities, and other smaller sponsorships also make up the financial base to allow for the Boston Athletic Association to continue a successful event.

In 2001, the B.A.A. added shorter distance races to the calendar to attract different running populations. This also brought in additional help with financing. These new races include the invitational mile, 5K, 10K, and a half marathon. Prize money for top finishers has proven to be beneficial with having sponsorships come aboard. The purse attracts elite runners to compete in Boston. The B.A.A. knew once the elite athletes were committed, more runners and fans would follow suit.

The Boston Athletic Association has extraordinary vision with ways to help their Marathon continue to grow. Information found on the B.A.A. website (http://www.baa.org/about.aspx) states that “in 2010, the board of governors with the B.A.A. partnered with London, Berlin, Chicago, and New York City marathons to collectively launch
the World Marathon Majors.” This attracts interest and creates the idea that the Boston Marathon is now considered among one of the top races comparably. Even though the B.A.A. has done a great job protecting their event, they have been faced with unpredictable challenges that will be discussed next.

The bombings that took place close to the finish line in the 2013 Boston Marathon were tragic. The effects caused mortality and serious injury among over 250 victims. The Boston Athletic Association handled this situation extremely well in all regards. For two straight years after the fact, the Boston Marathon has remained a success due to adding additional security measures. According to Schwartz (2015), the security plan the B.A.A. had set in place for 2015 looked very much like the enhanced plan that was in effect for the 2014 event. The B.A.A. also set up ‘One Fund Boston’ organization. This organization gives all money collected to the victims of the bombings to help pay for their medical bills. Even through hard times, the B.A.A. has been able to overcome.

The Boston Athletic Association also shows great support to their community and those in the surrounding area of Boston. To date, they annually support over 30 charities. Participants that run for these charities are the only population of runners that do not need to enter the race with a qualifying time. Based on information from the B.A. A. website, non-profit organizations raised $38.4 million for charity in the 2014 Boston Marathon event (http://www.baa.org/about.aspx). The examples listed above identify the connection between the B.A.A. and their core values that are recognized in the mission statement.

The mission statement for the Boston Athletic Association has been provided on the B.A.A. website under the ‘About Boston Athletic Association’ tab (http://www.baa.org/about.aspx). The mission statement reads: “Established in 1887, the Boston
Athletic Association is a non-profit organization that has a mission of promoting healthy lifestyle brought through sports, especially running.” Because the mission of the organization is so powerful, the Boston Marathon is extremely important for people throughout the world to celebrate and support. The Boston Athletic Association has had much pressure to continue to head a marathon that is so well-known. Through good times and bad, community has united together to stay Boston Strong.

This information is important to the thesis because it provides a base to understand what the B.A.A. values. It identifies how all details of the Boston Marathon need to follow suit to these standards and remain sincere to the mission. To be successful is one thing, but to be proud of how you get there is the key.
Chapter Two: Event Introduction

The Boston Marathon is the biggest event that the Boston Athletic Association is in charge of. This Chapter will explain the specific details of the Boston Marathon and all it entails to hold such an event. Additionally a budget of the major expenses and revenue will be identified.

The Boston Marathon has proven to be one of the most prestigious foot races in the world. It is tradition to hold this event each year on Patriots Day. This holiday takes place on the third Monday in the month of April. It is celebrated by residents of Boston and surrounding communities. The official start time of the Boston Marathon is 10:00 A.M. The start line is located in the city of Hopkinton; 26.2 miles from where the runner’s will find the finish line in downtown Boston. The official course moves through eight different cities including: Hopkinton, Ashland, Framingham, Natick, Wellesley, Brookline, Newton, and Boston.

To date there have been 119 official Boston marathon events. Through the years the number of fans and participants has grown immensely. Information found on the Boston Athletic Association website (http://www.baa.org/about.aspx) noted that “the Boston Marathon is New England’s most widely viewed sporting event attracting around 500,000 spectators each year. The number of entrants has also grown from 4,904 (1986) to 27,000 (2015).”

There are many great marathons for runners to choose to participate in. The Boston Marathon is one of very few that a runner needs to qualify for. Because of this, there is extreme value in being a part of the event. The history that has been created for over 100 years along the Boston course also attracts people to experience something unique to any other running course.
There is an entry fee that the athletes pay when they register to compete in Boston. The fact that the athletes pay and the fans come at no charge makes it unique to most sporting events. Fans are able to line up along the streets so close to the athletes that they are able to pass them treats and give ‘hi fives’. Because there are no ticket sales, the selection of seating is at a first-come, first-served basis. In the final miles of the course, the streets are packed over 10 rows deep with fans.

The tragic bombs that occurred near the finish line during the 2013 Boston Marathon caused new questions on how to increase security; if future Boston Marathons could remain successful. The B.A.A. proposed many new levels of security and represented their efforts to the public. Because the feedback was overwhelming, they decided to double the number of participants allowed in for the 2014 race. The fact that these spots were met in record-time shows that the athletes were onboard to keep Boston running strong. The fan support also played a part in allowing the 2014 Boston Marathon to have a huge comeback. According to Schmoyer (2014), an increase of around 50% of fans came to watch the 2014 Boston Marathon. This means over 1,000,000 people were there supporting the event.

**Budget Information**

There are a few areas that generate revenue for the Boston Marathon. Participant fees are a substantial source of income; providing around $5,250,000.00 (This number was found by taking an average entry fee of ($131.20) for U.S. residents and International residents and multiplying it by the total number of participants (40,000) that sign up for the event.) According to information found on the B.A.A. website [http://www.baa.org/about.aspx](http://www.baa.org/about.aspx), it explains that registration fees are collected in September of the year prior to the next April event. It only takes an average of one month for the event to fill to capacity. The timing is beneficial because it gives
a baseline amount to prepare a realistic budget. This helps determine how money can be
distributed appropriately and limits the chances to over spend. Sponsorship, merchandise, and
costs are the three main areas that affect the numbers in the budget.

**Sponsorship**

The John Hancock Association, the biggest sponsor of the Boston Marathon, has had
great success in fundraising money. The efforts put toward generating this type of revenue are
extremely beneficial. In addition, there are selected charity programs that began in 1989 that
typically raise $12 million annually. Adidas proudly became a sponsor in 1997. Besides helping
support the marathon finances, Adidas’ sponsorship makes the Relay Challenge. The Relay
Challenge is a youth running program for Boston middle school kids that takes place in the
spring and encourages healthy lifestyle and fitness through activity

**Merchandise**

Merchandise is a fantastic resource for revenue to help support the event. There is a
greater percentage of money made selling the merchandise than spent producing it. The B.A.A.
has an online store where merchandise is available for purchase year round. The majority of
merchandise sales take place during the weekend of the event. This is a great resource to put
toward any unexpected costs that the budget didn’t for see. There is a pie chart breakdown of the
different areas of revenue that are listed above that is produced by holding the Boston Marathon
(Appendix I).

**Costs**
There are costs that need to be considered when holding an event such as the Boston Marathon. Since the Boston Athletic Association is a non-profit organization, the revenue that is made by the above listed resources gets put back into the Boston Marathon Budget. Because the marathon course runs through eight cities, some money goes to each city to cover the costs of necessary permits and other financial aspects.

The pre-event and number pickup is held the day before at the John B. Hynes Convention Center. Every participant needs to attend this to receive their bib number and chip timing to be officially entered into the race. The Boston Marathon Budget needs to consider the cost of renting this venue.

Even though there is much cost savings with volunteers taking the place of paid workers, there is now an extra need for additional security due to the effects the 2013 bombing had. Marketing costs for the event also needs to be considered in the budget. There are also random items that are necessary at a marathon that need to be budgeted for. Some of these items include: banners, music, water stops set ups, finisher gate food and drinks, participant t-shirts, and finisher medals. See Appendix I for comprehensive budget information.

There is a post-party near the finish line for athletes and their families to attend. The party is free for them to go to but expensed in the budget. The costs budgeted for the party covers the following: band, beer stand, gated area set up, and extra security. When the numbers of revenue and cost are totaled, the final numbers are not far off from each other. Any leftover revenue is saved for the future events; keeping in mind that cost will most likely rise.

Conclusion
A general perspective of the Boston Marathon was described in this chapter. A budget guideline has also been represented with specific costs that need to be considered. There is an example of a budget that shows the revenues and expenses that are listed above (Appendix II).
Chapter Three: Marketing Plan

There is great focus put on a strategic marketing plan for the Boston Marathon. The purpose of the plan identifies how it links to the core values and the mission statement provided by the Boston Athletic Association. The product is analyzed and the mission re-examined for any weakness it may portray. Why this particular marathon stands out is explained and who the appropriate consumers are. The Boston Marathon will be presented and the value determined, promoted, and placed. An evaluation of the product and why it works or doesn’t work is described, followed by a conclusion summing up final statements.

Purpose

The purpose of marketing the Boston Marathon, especially after the bombings, is to show how strong the core of the mission is. The Boston Athletic Association markets “Boston Strong” to represent that their community has overcome terrorist acts and provides safe and successful future marathons. The vendors and sponsors that the B.A.A. chose to have representing at their event link to purpose of the product. They also stand for a strong and wholehearted lifestyle through health and wellness.

The organization strives to uphold their mission by only allowing athletes who have had to prove worthiness through achieving a qualified time. By meeting this goal, the athletes dedicate themselves to sustaining a high level of exercise and wellness for achievement. Therefore the competing athletes represent the main purpose of the product through their hard work.

The marathon is held on Patriots Day, a local celebrated holiday where most employees city-wide receive a paid day off from work. Many locals choose to celebrate by attending the
Boston Marathon. This not only ensures a secure fan base, but also shows that the city is willing to support and encourage wellness through sport. Without the Boston Marathon, a vital piece of the running world would be lost forever. The purpose of the Boston Marathon is to allow only the fastest runners in the world to compete on the oldest course in history. It is an honor to make it to Boston and for that reason the event coordinators need to do their part in making it memorable.

Product

The history of the Boston Marathon is crucial to the mission of the Boston Athletic Association. Being able to incorporate the highlights of what has happened through 118 years of successful events is directly connected to the core that makes it so unique. The fact that the B.A.A. is a non-profit organization is also extremely important as it identifies the primary purpose of the organization is not to make tons of money. Non-profit events tend to generate a population that is much more willing to give back. Therefore, the majority of people supporting the financial piece of this event are also supporting the core values.

There are core extensions that exist when marketing the Boston Marathon. First and foremost, the participants are extensions to the core product by being at a qualified level to compete in the Boston Marathon. The vendors and sponsors that are invited to the event sell merchandise that will promote health and wellness; their product needs to relate to the core values of the B.A.A.’s ultimate mission.

For example, Adidas sells t-shirts that represent themselves as an official sponsor and have “Boston Strong” printed on them to support the event at hand. According to marketingotc.com website (http://www.marketingotc.com/boston-marathon-tribute-t-shirts/), it is
noted that Adidas had announced the full purchase price of each shirt sold would be donated to the One Fund Boston, which is a charity established to support victims of the marathon attack. This shows how connected Adidas is to the event and at such a personal level.

The Boston Marathon vendors sell items that help participants and/or fans get through the race or items that are for memorabilia purposes. Merchandise can include: Socks, rain jackets, running clothes, enhancement products, recovery products, headbands, sweatshirts, kids clothes, fanny packs, and much more. Most of these items are specific to the event by print work. All pre/post-race food and drinks are also extensions of the core product. The food and drink choices are healthy options and those which can help enhance performance for the athletes.

**Project Market**

A SWOT analysis specific to the Boston Marathon has been completed (Appendix III). The analysis identifies the internal strengths and weaknesses as well as the external opportunities and threats. The SWOT analysis is a great guide to gain a good perspective on what helps keep the Boston Marathon so successful. It also points out areas in which the B.A.A. can improve to make the event even better, such as continually evaluating additional security measures.

The future marketing climate can only get stronger for the Boston Marathon. Running has become popular in recent years with new populations. The Boston Athletic Association has added smaller distance races to attract all types of runners. This provides everyone an opportunity to become a part of Boston running. To market the Boston Marathon based on “Stand as one” and “Boston Strong” is a brilliant way for the B.A.A. to represent their product through their core values.
Since the 2013 bombings, marketing the Boston Marathon has changed slightly. It has become a process of supporting right over wrong, good over evil. It is no longer just about running 26.2 miles. The current mission statement is anything but weak; adding ‘Boston Strong’ would make it even more powerful. These two words identify an unbroken community that has been able to stand together. This is not only a great piece to include as an overall mission, but also for marketing purposes.

**Position**

To position the Boston Marathon through meaningful past moments is extremely effective for marketing. The image of past winners crossing the finish line is a great sell. The facial expression and body language of live action shots are priceless. The images represent determination and strength. People that connect with running can appreciate the passion that shines through these photos.

Pictures that have been taken of the crowds showing support near the finish line and of the peaceful early mornings in Hopkinton of the start line are breathtaking. These types of photos are great for marketing because they visually bring the event to life. People tend to be drawn in to want to experience for themselves something they can see as a possible reality. Random stories of personal experiences from running in Boston are also inspiring. All of these examples provoke interest for athletes and fans to want to endure in a similar experience.

Advertising the Boston Marathon through other races that runners may use to try and qualify for Boston is a great place to reach target consumers. The vendors and sponsors that support the event are also an excellent resource to reach out to. Other local professional teams: Red Sox, Celtics, and Blackhawks offer additional opportunities to advertise.
The B.A.A. picks out Charities and programs that are populations that appreciate their product. Noted on the B.A.A. website (http://www.baa.org/about.aspx) is a list of these charities that include: “Martin W. Richard Charitable Foundation, Red Sox Foundation, National Multiple Sclerosis Society, Hale Reservation, and Girl Scouts of Eastern Massachusetts.” The Boston Athletic Association stays true to their core values by only allowing groups in that are significant to the ultimate mission.

**Pick Players**

Professional runners are a major target because of the prize money that is offered. Because the Boston Marathon is held in such high regard, top placement in such a prestigious race looks fantastic on a resume. Contacting personal sponsors and coaches to encourage this opportunity for their professional runners is worthwhile market segmentation.

The Boston Marathon also targets the elite athletes and those that train hard with a desire to achieve set goals. Boston is a place most runners dream about getting to. The Boston Marathon is a celebration race among the top runners in the world.

There are specific places and events to market the Boston Marathon that directly relates to populations that would show more interest than overall general advertising. Some great examples include: Chiropractic clinics, running stores, sporting goods stores, healthy restaurants, and organic grocery stores.

There are local events where representatives of the B.A.A. should market the marathon. High school track/cross-country meets and local 5k-half marathons provide great opportunity for shorter distance runners to expand their horizons. Another way to spread interest and encourage involvement in the Boston Marathon is by advertising through talk radio. Running programs
such as: “Girls on the Run and “Moms on the Run” provide as an excellent resource for target marketing.

Package

The B.A.A. website is a great resource for presenting the Boston Marathon. All information about the event is included on the website. The costs of production of the Boston Marathon are typically covered through entry fees paid by the participants. These prices are adjusted yearly to keep a good handle on rising costs due to extra security needs, etc. The cost of the Boston marathon is pretty competitive to other high quality marathon events.

Hotels, air-fare, and additional travel information is available on the website. There is a substantial list of hotels that offer discounts to anyone involved with the Boston Marathon. There are charitable programs listed that athletes can run for. One particular population this might be attractive to is those athletes that are unable to meet a qualifying time. Running for a charity is the only way one can officially enter the race without having to meet a certain time.

With the merchandise sold on the website, the B.A.A. offers discount prices on their products throughout the year. Another discount opportunity is to promote early registration. This is done by offering a cheaper registration fee to those willing to sign up by a certain date. Again, this type of event is different in that the athletes pay and the fans attend for free. Because of this, the fans might be more apt to spend money on merchandise to feel as though they are still contributing in some way.

Price

An example of the budget for the Boston Marathon has been created (Appendix II). It identifies generalized amounts of how much each list item costs and the breakdown of revenue
that is generated. A hypothesized total of what is spent to make the Boston Marathon happen is $2,048,000.00. The money made is estimated at around $4,952,000.00.

Promotion

Promotion through advertising for the Boston Marathon does take place. Messages through local newspapers and news media will happen close to the event. These messages are based on welcoming fans for support. The B.A.A. also promotes the event by printing and broadcasting the final results after the race has been run. The start line and finish line are both permanent and are self-promoters for anyone who happens to cross these lines while in the cities of Hopkinton and Boston.

Advertising. Official welcome packets and post-race results are mailed to all who had participated in the event. These packets work as an advertisement for future Boston Running events. Newspapers, area signage, and internet (usually by e-mailing advertisements) all take place. Programs of race weekend activities are mailed out to all participants about a month before the event, which lists many additional promotions connected to the event.

Publicity. There is currently a high amount of publicity about the Boston Marathon due to the bombings and that this court case is in trail. Even though it is not necessarily a positive way to view the event, it does draw interest for people to want to support it because of what happened. As horrible as the situation was, it has drawn more people to work even harder toward their goal to compete in Boston and support their beloved sport. This is a good example of non-paid exposure that has taken place.

The thousands of runners who competed and wear finisher shirts is a brilliant way to promote through publicity. The shirts are usually made to train in. The likelihood is high that
other runners will see finishers wear them around the gym and then become interested in getting their own.

**Promotional activities.** The B.A.A. does promotional activities to encourage entrants. Finisher pictures and medals set in frames and displayed as memorabilia for the athletes to purchase and cherish. There are usually free photos given to a customer if a certain number is already purchased. Coupons and product samples are given away at the pre-race expo event, but primarily by the vendors and sponsors supporting the event.

**Public relations.** Although public relations is important and should be considered in this portion of the thesis, the primary focus is based on community and media relations.

**Community relations.** Sponsoring a variety of charities is a great way in which the B.A.A. is directly involved in community relations. According to information noted in the B.A.A. website (http://www.baa.org/about.aspx), charity programs have raised more than $12 million annually and served areas of need within Greater Boston.

The B.A.A. relay challenge is a youth running program that is focused on middle school kids. There is also the Middle School Cross Country Championships that Boston-based schools compete in. These are two great programs that focus on youth and support community relations.

**Media relations.** The Boston Marathon treats the media well. They have open press conferences for the top athletes before and after the race. The B.A.A. has an area by the finish line set up for strictly the media and allows them to support their event through live broadcasting and streaming. There are amazing stories told by the media about athletes and past events that have been very special to the Boston race. Since the media is allowed access to the athletes and
the best seat in the house, they have the opportunity to get amazing coverage to represent the Boston Marathon to the world.

**Sponsorship.** The sponsors and vendors of this event support tangible marketing and promotional activities. This is a win-win for the B.A.A. and the Sponsors. Product sample giveaway, coupons, and contests all happen at the pre-race expo. This expo gets high traffic volume since all competitors have to attend to be officially registered for the event.

There are people traveling from all over the world and there is a good chance items in which they may need for the race could have been forgotten. This is a great way for vendors to expose their product to the perfect population for it. The partnering sponsorships that the B.A.A. has are their greatest promters.

**Place**

The B.A.A. website ([http://www.baa.org/](http://www.baa.org/)) is a perfect place to post information about the event. Since the Boston Marathon attracts athletes from all over the country and internationally, a website is universal and by far the most reachable to the intimate running population. The website is open and can be accessed 24/7.

**Promise: Evaluation of Strategy and Tactics**

The Boston Marathon has been around for so long and has created such a great report that it’s now in a phenomenal place to sell itself. Their promise of the product has been proven time and time again. There is no question in the significance of quality in what they sell.

The ways in which the Boston Marathon is marketed seems very suitable in accordance to supporting core values to the event. There is always opportunity for consumers to offer
feedback about the product. Surveys are handed out and a customer service line is readily available at any time.

**Conclusion**

It has been determined that since the B.A.A. markets through their core values of their mission is why they have had such a high success rate with their events. Cain (2012), points out how unexpected changes are unavoidable and being able to adapt the content of the marketing strategy is crucial. The B.A.A. has been analyzed and recognized as very successful through re-examination with the given examples of how they have been able to overcome tragic events and remain successful.

Since many of the same sponsors and vendors have been supporting the Boston Marathon for years, it seems they value the idea of their products being involved with the Boston Marathon. The reasons of why the Boston Marathon has great success and how it compares to other competing marathons has been distinguished. The marketing efforts that the B.A.A. puts forth have proven to work well for many years.
Chapter Four: Employee and Volunteer Planning

There are many people involved in making the Boston Marathon a success. Individuals come from all over the world to compete and volunteer for the event. Because of the bombings that took place, the B.A.A. feared they might not get as many people wanting to help due to safety concerns. The response was quite the opposite. According to masslive.com (http://www.masslive.com) it is noted that all possible efforts have been made to preserve the community aspect of the race, and security precautions have also be taken.

The Boston Athletic Association has clearly made sure they have done what they could to keep volunteers motivated by making it well-known that enhanced security efforts have been enforced. The improvements the B.A.A. continues to make is also supplying their employees and volunteers the right tools for high performance levels for future events. The B.A.A. has taken the time to consider what needs to be incorporated of what could be even more attractive to the people helping with Boston events.

Employees Working with the Boston Marathon

The Boston Athletic Association, directors, and race coordinators are just a few groups that help with the Boston Marathon. City workers, police, EMT’s, and Boston Fire fighters also have specific roles during the event. Federal agents are on guard and 10,000 volunteers help out along the 26.2 mile course. Because of the variety in job descriptions, clear expectations and communication is crucial for everyone.

Natural Motivation

The traditions attached to the Boston Marathon started over 100 years ago. There is a good variety of historical value that attracts many people for different reasons. To experience
and personally connect to this history is a natural motivator for employees and volunteers to want to contribute their time and energy. The meaning behind their involvement becomes significant and sincere to their individual purpose of their contributions.

Another natural motivator that promotes high efficacy is through encouragement and staying positive. The B.A.A. recognizes how important this established foundation is. The association allows volunteers to pick what jobs they want to do. According to research conducted by Waal (2012), there were different ways managers had used to inspire employees. Inspiration came from increased responsibilities, challenging the employee’s pre-determined limits, and by keeping the work interesting. Waal (2012) believed that if employees were inspired they would personally connect and feel proud of their achievements through work.

Theories

There are three theories that play a role to ensure high motivation from those helping with the Boston Marathon. Reinforcement, expectancy, and agency theories are used by the B.A.A. to help ensure volunteers are inspired. There are examples below of the three theories and an explanation of their unique characteristics.

**Reinforcement theory.** An example of reinforcement is to praise an employee for a job well-done. Volunteers working at the Boston Marathon are praised by the B.A.A., fans, and athletes for their efforts in helping make the event a success. The B.A.A. publicly recognizes the volunteers multiple times throughout the course of the event.

**Expectancy theory.** This theory is guided by the idea that if an employee expects some type of reward for doing well, they will perform better. The volunteers working the Boston Marathon are given t-shirts and other discounts to local businesses during the time of the event.
The volunteers are allowed to be very close to and able to help the top athletes in the world on the course, as-needed.

**Agency theory.** The agency theory allows for a company to hire out through an agency and have them make the decisions. An example of how the agency theory is used at the Boston Marathon is when the B.A.A. utilizes sponsors at the event. The B.A.A. also hires local law enforcement for the security needs.

**Rewards**

There are different ways employees and volunteers can be rewarded for their work efforts. Intrinsc, extrinsic, and team rewards are all given by the B.A.A. to their teams that help with the Boston Marathon event. There are examples listed below of how intrinsic, extrinsic and team awards play a part.

**Intrinsic rewards.** It is thought that using a reward system can increase high performance. The B.A.A. uses intrinsic rewards to recognize improvements with building on personal self-efficacy from individuals within the teams that demonstrate unique ideas. Allowing the volunteers the opportunity to use their ideas in their work can be intrinsically rewarding.

**Extrinsic rewards.** The budget has room for additional compensation to supply extrinsic rewards for employees. Extrinsic rewards would be given to those who prove worthy by going above and beyond expectations. Both intrinsic and extrinsic rewards have been shown to shape behavior; a small price to pay to ensure high performance.

**Team rewards.** With the amount of people helping with the Boston Marathon it makes sense to promote team orientated recognition too. Team rewards can be just as beneficial and more cost effective when there are big groups of people that should be recognized for their
contributions. An example of a team reward would be supplying a group gift card for a free lunch at a local business to the best-voted water stop on the course.

**Benefits**

Through providing employees and volunteers with benefits, companies can attract a population of people who will appreciate what is being offered and in return, put more effort into their work. The benefit package that is offered to employees can include a variety of options. Offering merit pay can be another great way to intrigue interest to those who may want to volunteer.

**A benefit package.** For volunteers, a temporary benefit package would be offered for while they are physically working at the event. The benefit package would include accidental death and disability coverage. The benefit package is a way to show appreciation and show the volunteers that the potential risks they are taking by helping out are recognized and appreciated.

**Merit pay.** Merit pay should also be supplied for anyone returning to work or to volunteer for the Boston Marathon. The percentage of the merit pay should be high enough to be considered an attractive asset based on the standard. There is a good chance that offering merit pay could be more cost effective in the long run. The reason is that if the B.A.A. is able to retain workers that are familiar with the event, they will save much cost on not having to train in new help from year to year.

**Additional Ways to Motivate and Retain High Performers**

There are many ways for the B.A.A. to motivate and retain high performing employees and volunteers. Being able to recognize each worker/volunteer as an individual and allowing their unique qualities to shine can be a benefit to the B.A.A. and the Boston Marathon event.
Allowing opportunity for good communication, employee input, empowering employees, and balance can be very effective in retaining high performing help.

**Communication.** Conversation that is clear and understood is extremely important. If the expectations of the project are known, the team will be comfortable and more motivated to do well. Continuing education and workshops are a great resource to offer to the team; this gives everyone a chance to continue to grow and achieve higher levels which can also build confidence. Based on information from Swift (2012), sharing important company information with employees helps them feel more engaged and interested with their contributions toward their work.

**Employee input.** Another great way to retain high performers is by welcoming their input. This provides opportunity for each individual to share ownership in the project and strive for success. Creative ideas can more open to flow when people are approached this way. Promoting flexibility is essential to recognizing employee’s needs. Once the employees feel this type of respect they are more apt to appreciate their company at a higher standard.

**Empower employees.** The hired employees of the Boston Marathon have the opportunity to be in charge of their own departments. Feedback on their progress is a great way to follow through and show appreciation for their efforts. If there are setbacks, they are taught to view them as an opportunity to breakthrough and overcome. When people are given power, they tend to be more willing to work without resentment. Swift (2012) also believes that if staff is encouraged by management to increase their knowledge and strengthen their skills within their job, the employees feel that they make a difference.
Employees and volunteers are able to choose the jobs that best match their interests. This is a great way to give up control and help them become accountable for their work. The employees and volunteers now have the opportunity to place a personal stamp on their work to help make the project more meaningful.

**Balance.** Appreciating employees for their unique attributes and knowing what makes up each of their lives is important to understand. It is crucial that employees and volunteers know they are valued. Flexibility in scheduling will be present. The Employees, City Officials, Federal Agents, and Volunteers will all be recognized for their individual contributions in helping make the event a success.

**Conclusion**

The desire to want to be involved with an event such as Boston is contagious. The standards of expectations are set high for people helping with the Boston Marathon because it is considered an honor to be there. In return, the management team recognizes the sincere contributions from their help and treats them in the same respectful regard. This type of relationship has a good chance to last a long time, therefore experienced help can be counted on.
Chapter Five: Risk Management Plan

There is much that goes on in the background of a successful event to keep it up and running for such a long time. The Boston Marathon is unique in its setting compared to many other sporting venues in that the athletes compete in a wide open field for many miles; this certainly causes additional challenges. It is extremely important that the legal aspects are set in place and followed. Some laws and rules of the Boston Marathon have been adjusted through time and experiences.

Recitation of Salient Legal Facts

The Boston Athletic Association has done a phenomenal job for 118 years making sure legal standards are set in place. They have taken the necessary precautions by having a legal team on board to make sure the events meet all guidelines. It is inevitable at some point challenge will arise. The bombings that happened caused substantial measures of change within security for Boston and other marathons across the world. Resolutions have been set in place to avoid more tragic events since 2013.

The Good Samaritan Law

The Good Samaritan Law and how it factors in to the tragic events of 2013 is the first topic addressed in this Chapter. Snider defines The Good Samaritan law as “A legal shield for those individuals who risk fray to save lives.” (http://blogs.findlaw.com/law_and_life/2013/04/marathon-explosion-good-samaritan-laws.html). The Good Samaritan Law has been set in place to protect those who have the best intent to help and not harm further, people who are injured.
A specific example of how the Good Samaritan law protected an individual trying to help a victim of the Boston bombings is that of Mr. Arrendondo. According to Snider (2013), Arrendondo helped a victim by using his own clothing as a medical aid to help control immense bleeding from a wound. If Mr. Arrendondo were not covered by the shield of the Good Samaritan law, the victim he helped could have potentially sued him for infection that could have been caused to the wound. The same thing goes for any person who administered CPR and accidently cracked/broke a rib of a victim while trying to resuscitate them.

Since the pressure cookers (bombs) exploded amongst heavy crowds, many uninjured people went to the scene to help however they were able. In an emergency situation, it is common for a person’s instinct to help with the biggest threat at hand. The Good Samaritan law protects against any smaller injuries that may arise from the big picture rescue.

**Legal Waivers**

An example of legal action the B.A.A. has always done to protect their event is having everyone involved with the marathon sign legal waivers and hold harmless agreements. The signed legal waivers pass the responsibility to the involved parties. The people involved who sign the waivers become liable for themselves to any related injury and/or death that may occur during the event.

**Risk Management Plan**

The BAA also has risk management and crisis management plans set in place. These plans provide guidelines for the organization. They explain the expectations that need to be followed to keep the event safe. They also describe how to handle a crisis if one should occur.

**Legal Points**
In connection to the conviction of the tragedy that happened in Boston, there are now additional legal points that need to be considered beyond the control of the B.A.A. Two important concerns include: how this case will be presented and who can be picked to be on the jury without being biased. Walsh (2013) recognizes the importance of keeping an open mind about the motives behind the attack. If the bombings were proven to have happened on purpose, only then any type of search is lawful.

**Interviews**

Another piece to understand is how the interviews with suspects are conducted. Interviews by law enforcement need to be done by the rules; otherwise the approach could be illegal and called out against them in court. This paragraph represents the reasons why it is important for the B.A.A. to have their part covered. If it had not been, the final outcome of the case could have held the association guilty for legal procedures they had not followed or considered.

**One Fund Boston**

The One Fund is a charity based program that has been set up to help the victims of the bombings pay for medical expenses. Even though this charity has been able to help cover some of the expense, it is not nearly enough for everything. Based on information from Mukherji (2013), the number of nights the victims initially spent at the hospital is what determined the amount that makes up their received payments from the One Fund.

The One Fund’s treasurer wants to make sure he does everything in his power to protect this charity program against any fraudulent claims. This particular example is interesting in the
fact that the One Fund is a charity group that is set up with intention only to do well and help out while some may believe it was created with intent for selfish gain.

**Impact on Future Events**

After the bombings happened there was a concern on what kind of impact the tragedy would have on future events. Instead of being fearful, people looked at this as an opportunity to show their support to the community and stood strong against terrorism. The B.A.A. opened the field for almost double entrants to compete in the 2014 Boston Marathon. The only other time they had done this was for their 100 year anniversary. The 2014 event sold out in record time. The volunteers that signed up to help also filled the spots faster than ever.

People who love Boston and the sport of running were all affected. Many took this energy and turned it into passion to support their beloved sport. In this case, the tragedy made the Boston Marathon more popular. People found new purpose to show their support. Most of the injuries from the bombs were among the fans. Even the fans want to attend more than ever, but rest assured they will be much more aware of their surroundings. The runners and fans alike encourage the changes and increased security. They know the race directors are looking out for everyone’s safety.

**How to Resolve the Issue**

The resolution to a terrorist attack situation at a sporting event in an open field such as a marathon may never be 100% guaranteed. There were improvements the B.A.A. was able to make to help reduce the risk of a similar tragic episode to take place again. Enhancing security to much greater lengths for their events since 2013 has been beneficial in keeping terrorists non-active.
According to Walsh & Ireland (2013), there were more bomb sniffing dogs present along the finish line area to help seek out any potential terrorist acts. A new action taken to help ensure a safe running field after the bombings was doing bag and backpack checks with runners. They also put another rule in place that allowed them to check the bags of bystanders near the line.

There is a much greater presence of cameras and security guards at the Boston Marathon. The new awareness people come to the event with is another fantastic way to induce security measures and at no additional cost. The media, fans, runners, security, B.A.A., and volunteers are all on high alert for anything that seems suspicious.

One idea the B.A.A. could consider is reducing open space and adding more security at the finish line area. Since the finish line is most heavily populated they could change the course and have the runners finish in a controlled access stadium. This would give comfortable seating for fans and family members and room for many more people to enjoy the most emotional part of the event. Anyone who enters the arena would be checked by security, just like he/she is for most other sporting events. The money to rent out the arena and security checks could be made by selling the seats.

Conclusion

There are many laws that coincide with putting on an event such as the Boston Marathon. As mentioned, there are consent and hold-harmless forms that the runners need to sign and abide by. Contracts are made and set with media rights and city rights to shut down roadways for the event. Permits of other types also have to be had and followed. There is a lot of legal documentation that needs to be set in place to allow for an event like this even to take place.
To preserve the history of the Boston Marathon, any proposed change is not taken lightly. Since a solid foundation already exists, there is no need to start over and rebuild everything when a tragedy happens. With the support and the strength within the athletic programs in Boston, the marathon will be well watched, protected, and taken care of from a legal prospective to allow room for growth. There is always opportunity to make it even better through ongoing quality improvement processes.
Chapter Six: Ethical Analysis

In the history of running, the bombings that took place in the 2013 Boston Marathon is now known as one of the biggest tragedies. This horrific act will affect many aspects of the future races held across the world. The bombings caught everyone by surprise and people were forced to act quickly, without time to think.

Ethical Approaches

This chapter is focused on ethics in question and why it is important that the Boston Athletic Association needs to be successful with handling unpredictable circumstances. The ethical analysis in this work is done by comparing three different companies/sponsors that work with the event and how they relate to the three ethical approaches known as teleology, deontology, and hybrid. The sincerity as to whether these companies truly support or are trying to market their products off of the Boston Marathon tragedy simply for profit is also identified.

Teleology

Teleology is an ethical approach where people wait to see the outcome before they judge whether it was an ethical way to do things. Based on the information from Malloy & Zakus (1995), the teleological approach is used by taking the position based on the determination of what the outcome has been in the past. An example of teleology specific to the Boston Marathon: It was thought by some that the end result was simply to market the tragedy though a foundation that was created to help the victims. This foundation is called the “One Fund.”

According to Onorato (2013), it is noted that there is some speculation that the One Fund and the slogan ‘Boston Strong’ have been used by the Boston Red Sox organization to benefit their association through this connection. The money given toward the fund and the money made
through profit that goes to the fund from the Red Sox was not much when compared to the totals of what they actually bring in. Because of this, some believe the main reason the fund was set up was to connect to the tragedy and use it to the Red Sox benefit for marketing purposes.

The One Fund is a great resource for the victims and provides an opportunity for the city to connect a stronger bond. According to Johnson (2013), The One Fund collected more than $20 million in a single week. The concept of the fund could have ended badly if the majority of people thought this only as a ploy to enhance the Red Sox profitability. It ends up that the One Fund is primarily seen as a terrific resource to help the victims. Because the outcome ended well, this example fits to the teleology approach that can be looked at in the future when deciding if similar funds should be created.

**Deontology**

The opposite theory holds true for deontology. Instead of waiting to see how the end result turns out, deontology follows a path of what is already considered to be ethical and is decided to take the approach that supports the rules. From the work of Malloy & Zakus (2013), deontology is described by assuming rules and/or principles of conduct are what determine the decision on how situations should be approached.

The Red Cross stepped in immediately as a supporter to the individuals affected by the bombings. The Red Cross set up donating stations across the United States for interested volunteers to give blood to help the victims of the Boston Marathon bombings. The Red Cross also added a link on the B.A.A.’s website to for people to have easy access to send donations to help the cause. The volunteers that participated in the Red Cross efforts by giving blood and
sending donations were following a unwritten rule of ethical standard by acting on this opportunity and trusting in the prior accountability of the Red Cross.

This example fits into the deontology approach because of the reputation the Red Cross already provides to our society. People have been able to count on this program and know their money and blood given is going to go where The Red Cross advertises. In this approach, people that give to this foundation are following a principle of conduct that they can count on; that has proven itself through history to be truthful with their marketing and actions of putting all donations toward the cause.

**Hybrid**

The hybrid theory is explained by Bentham and Bowring (1843) with the belief that the only reason in which we would not follow the principles of deontology would be through reasoned analysis if the confliction obligation deems more important. Hybrid theory is one in which the most logical approach is considered first. If instinct proves conflicted unwritten ethical obligation at higher value, the ultimate decision is based on the latter.

The example of the hybrid theory shows how the B.A.A. had to decide whether one of their main sponsors (Adidas) was truly looking to support the victims, or if they were using this situation to market their products. Just hours after the tragedy struck, Adidas created a shirt for purchase where all proceeds would go toward the One Fund. Since Adidas is a sponsor to the Boston Marathon, the B.A.A. had the right to approve/disapprove this product to be advertised and sold on the B.A.A. website. Schreiber (2013) writes about how the One Fund Boston raised over $7 million within 24 hours after the charity was announced.
According to an article written by Bolton (2013), Adidas, Inc. recognized how they were able to cut marketing expenses significantly by using tragedy-related marketing activities. This statement assumes that Adidas was well aware of cost savings they could take advantage of by marketing their product off of tragic events. The statement does not prove that cost savings was the primary purpose of Adidas’s marketing intent of this product.

The B.A.A. recognizes Adidas as a very generous sponsor of their event. An article written by O'Connor (2013) illustrates Adidas as being a very dedicated sponsor to the Boston Marathon for 25 years. He gives examples on how generous Adidas has been by suiting up more than 8,500 Boston Athletic Association volunteers and 3,500-plus members of the media and race officials with marathon jackets. Because of this relationship the B.A.A. and Adidas already have formed it is most likely they trusted that the representatives of Adidas marketing were not using the tragedy to enhance profitability of their product.

The B.A.A. might typically go through all the universal principles of the situation and determine whether the sponsor is being ethical with their intent. In this case the B.A.A. recognized that Adidas intent with marketing the t-shirts was sincere to helping those affected by the bombings and not selfish in any regard. This situation allowed for the B.A.A. and Adidas to bind tighter together and form an even closer relationship.

**Conclusion**

Every situation should be evaluated as to which ethical approach will offer the best possible outcome. Our country is a place in which is full of variety within cultures and backgrounds. This can cause conflicting interest with what is ethically right or wrong. Situations
are always going to come up and decisions are going to have to be made by many types of people trying to find common ground.

The deontology approach sets a good foundation of basic guidelines that gives everyone a similar base in which to abide by. The teleology approach recognizes the importance of instinct and that in certain situations this type of approach will lead to a better outcome. The hybrid theory is one in which takes the time to consider all approaches and then decides what determines the best result. Every situation will be unique, assuming there will be an appropriate use for each theory accordingly.
Chapter Seven: Personal Statement

Leadership and Management exist in many forms. Just as each person is assumed unique, so are the attributes and circumstances that can define leadership. According to the Wikipedia website (http://en.wikipedia.org/wiki/Leadership) leadership defined is “a process of social influence in which a person can enlist the aid and support of others in the accomplishment of a common task.” The definition of management, according to the free dictionary (http://www.thefreedictionary.com/management) reads “The act, manner or practice of managing, handling, supervision or control.” Even though both of these terms give a type of power to an individual to be in charge of a group or team, the definitions represent how different leadership and management really can be.

This work will be based on my leadership status and developmental plan for the next five years. Different leadership assessments, approaches, theories, and models that represent me specifically will be explained. Finally I will identify progress that I hope to develop and how I believe I can accomplish my goals in leadership.

Traits that Define an Exemplary Leader

Even though it is apparent that credible leaders have personalized their own styles of leadership, there are some traits that are consistently confirming the role. Honesty, confidence, integrity, vision, and inspiration are all very important traits found in most credible leaders. Each listed trait is valuable and holds purpose to being successful.

Honesty

Honesty could be considered the most important trait a leader will have. As valuable and rewarding as this trait is, it is not always glamorous. There will come a time when crossroads
will be reached and tough decisions will have to be made by a leader. A well thought out approach to any situation through honesty is the most respectable. A leader that values honesty needs to keep true to their loyalty of what is important to them.

**Confidence**

Confidence is an important trait of a successful leader. How could anyone believe in a leader if they don’t believe in themselves? Without genuine confidence and passion, the mission would be dishonest. A leader’s confidence in their team is another vital attribute. This provides sincere opportunity for followership to personalize the journey of the shared vision; allowing the final victory to hold significance for everyone involved. “Optimism is the faith that leads to achievement. Nothing can be done without hope and confidence” (Helen Keller).

**Integrity**

Allowing team members to own the project is a form of integrity. When leaders can identify qualities of those who are working with them, they are able to encourage them to put forth their best abilities. Success then becomes important for the whole team. Support through confidence encourages sharing of unique skills while ultimately connecting as a team.

**Vision**

It is crucial to have a vision of how the project is intended to look in the final stages. If a leader doesn’t know what they want or how to communicate ideas, they can expect the same from their team. People may be talked into venturing into the great unknown because they are curious, but if too much times goes by the team will give up before finding a finish line.

**Inspiration**
Finally, a good leader will inspire others. The only way this can truly be successful is if the people within the group also have a common interest in what the inspiration leads to. The leader must hold a true passion for the vision for their inspiration to be credible, trusted and shared by all of those who make up the team.

**Leadership Skills and Personal Attributes**

Skills and personal attributes are important in a leadership role. Skills are accomplished traits and there are different types. According to Northouse (2013), there are three types of skills that are identified in the skills approach. The types of skills that are found in the approach include human skills, technical skills, and Conceptual skills.

**Human skills**

My strongest attributes are found in human skills. In my experience in a leading role, my first concern has always been to make sure the whole group is comfortable. Once I establish common ground with the group, I feel confident to move forward through inspiring. I am very good at leading and solving problems within the area of my expertise or passion.

**Technical skills**

I have many years of experience with obtaining technical skills. I have worked as an Operations Assistant and Property Manager Assistant for the last five years. These positions have allowed me much exposure to gain technical skills. I count on this experience when teaching others these skills and can appreciate all the hard work their efforts provide. I will always show great appreciation to teammates that can help me with these tasks in my future.

**Conceptual skills**
I need the most work with using conceptual skills. I have not held many positions professionally where an opportunity was available for me to focus on or create vision for the company. I realize now that this skill can be accessed within any position as well as personal well-being. I plan to practice stepping out of my comfort zone of traditional ways and trust in the unknown. This will enhance my efforts to be done much better rather than simply completing a project.

Servant Leadership

I have always gravitated toward the servant style of leadership. “Servant leadership is a paradox – it is an approach to leadership that runs counter to common sense” (Northouse, 2013, p. 219). Self-indulgence, power, and a sense of control do not pertain to me. The majority of my leadership experiences are with coaching and with taking care of children. Intrinsic rewards are what I seek far more than anything external.

Feeling proud of others and their personal accomplishments has become just as rewarding as my own achievements. The external rewards only provide to me a memory of how I felt internally after those accomplishments. My experience with coaching has taught me that for athletes to be successful, the coach benefits by being their servant. The athletes are the ones in which the work and efforts will shine through. Why not serve and provide them with the power to know all they can know about their abilities? Servant leaders share the ownership of the journey so when the ultimate vision is sought, everyone involved can personally identify how success feels and strive to repeat this feeling.

Qualities of a Servant Leader
“There are 10 main qualities that make up a servant leader: listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to growth and building community” (Northouse, 2013, p. 222). My personality is a perfect match to most of the above listed traits. Another interesting point is the fact that there is not much political value in servant leadership; that it is perceived as ‘whimsical’. I find servant leadership even more desirable because of this. This appeals to me because it takes people by surprise and it has potential to be respected through sincerity, not by demand.

**Challenges of a Servant Leader**

There are a few challenges that come with being a servant leader. Working with people in the group that have selfish intent is something I intend to practice and learn the best way to handle. I also can see myself a bit cautious with delegating to others before they have any value invested or experience with similar past projects. Another challenge is that traditional companies may not take this type of leadership style seriously. It may be hard to execute efforts and see success from this style before it is given up on.

**Current Level of Personal Leadership Development**

“Exemplary leaders view change as a challenge that can be successfully overcome” (Kouzes & Posner, p. 210) I finally own this way of thought but it took me a very long time to get here. It seems comfort takes precedence over risk for the majority of people. Personal experiences with accomplishing extreme goals are the reason behind what has led me to be excited about change. A personal example of this is when I finished my first ultra-marathon. The experience changed me to believe in myself and have the confidence that I am able to see my dreams as my reality.
I strive to prove impossible can be real one step at a time. The simplicity of comfort is fine until one takes the opportunity to venture out and experience how amazing real accomplishment can feel. My goal in a leadership position is to learn how to get others motivated to have the same kind of experience beyond what they believed possible. Once people feel this they are more apt to take back the control of their own lives and start to learn more about themselves through accomplishment.

Self-disclosure is vital for me to portray to my team. There is not a thing that I can gain from hiding anything. The more information the team has, the better chance of success. If everything is laid out it will be much easier to decipher through alternate ideas and adjust to what is most beneficial to the project. Being able to state general standards and expectations that represent a guideline helps everyone distinguish what is appropriate. The fewer rules put out there, the more creative we can become. “You become more powerful when you give your power away” (Kouzes & Posner, p. 244).

When everyone contributes, the experience, team and company all become important. I don’t believe in power of position or chain of command. Everyone needs to own a piece of the project. However, people need to present themselves in a professional manner to be taken seriously. If they don’t take care of themselves, how do they expect the team members to treat them? Following up is also very important for inspiration value and to keep everyone in the loop with progress.

I impact others silently. I have been approached with words of kindness from athletes I had inspired after the experience. The significance of their words is the reward in which causes my ultimate desire to continue to help others. I don’t need anything beyond that to prove my efforts worthy. My leadership is always going to be sincere and genuine.
I find no glory in demanding or belittling anyone for power. I am honest, kind and strive for my style to be nothing less than wholehearted and extraordinary. For a long time I was impacted by everything, especially negative. I used to get caught up in drama that attracted downward spirals and stay stuck there worrying about the things I thought I was incapable of.

As I grow and learn more about myself there becomes much more digression on what I allow in. I don’t bother wasting good energy on drama; instead I am fully engaged with those that are positive and willing to work hard.

I didn’t know the particular attributes within servant leadership were significant because they do not tend to portray external power like some of the other styles. I just assumed that without the desire to control, I didn’t have what it took to be a leader. I realize now that the servant leadership style is beneficial. People respond well to me because they gain trust and recognize the sincerity. There is more desire to want to do well and achieve when meaningful relationships are formed around it.

When I owned my own childcare business the curriculum revolved around the children’s ideas. It was always about the group of kids and I would be there to make sure the projects/activities they chose were safe. When I coach running I have never felt “in charge”. I have always focused the attention on the individuals. I would run with them to support their practice. It thrills me to see them accomplish their personal goals. It is never my show. Others see me as loyal and diligent in pursuing the company’s goals and protecting it from risk of failure.

My passion for what I do shines through and naturally allows curiosity and excitement for others to want to become a part of it By staying focused and providing an atmosphere of
dedication, others see that I am accommodating and sincere. I encourage them to take chances and become excited to be able to approach their work in a way that they can be excited about. The position I hold now doesn’t yet allow me to give good reviews or external rewards to anyone. Instead I practice using ‘thank you’ and intrinsic encouragement. I have worked at the bottom of the totem pole and I know how important each and every person is within the company no matter what their title.

**Improvements**

Communication is a skill that offers opportunities of continual improvement. My communication skills are getting better but there are areas I need to invest additional time on. People can have extremely different communication styles and I want to grow in my abilities to recognize the best approach to these differences. Listening is an extremely important skill in communication which I would like to excel at. I want to make sure I am really hearing others and also making sure my points are fully understood.

I would also like to improve the vulnerability I have that lies in lack of confidence when leading a group into unknown territories. I plan to work on trusting in my own judgement. I need to recognize that I am just as capable with my servant leadership style as someone who may be more domineering. Lastly, I plan to work on letting go and being able to delegate projects to new people and give them a chance to become their own hero.

**5-Year Leadership Development Plan**

My 5-year Leadership Development Plan involves 5 steps that are inspired by Lindy Ryan (2012).

**Step 1 – Engage in Self-Assessment & Discovery.**
The first step of my development plan is to figure out what exactly my long term goals are and settle on them. Once I have these pinpointed I plan to develop a strategy around them so I know where I want to be and how I am going to get there. There are some questions still unanswered on what and where I want to be professionally. Deciding on one road has always been my struggle.

My choice to attend school in a particular field has helped me narrow down to a more specific set of job options. After job searching with just a BA in Kinesiology I realized I needed more schooling and knowledge on the business side of sport to be eligible for the professions within my desired interest. I made the decision to go back to school for my MA in Sport Management. I believe having a combination of both degrees will increase my chances in being able to find employment in the field in which I love.

I am gaining experience by coaching and taking advantage of miscellaneous opportunities through my part time job at the Eden Prairie Community Center. This is the same type of facility I would like to manage someday. I have also been learning a lot through my full-time job in the property management division. The knowledge I am gaining will be beneficial to the work I ultimately intend to do. Property Management exposes me to the ins and outs of what it takes to run a building, budgets and financials, city and state permits, inspections and getting familiar with all the different vendors for work that needs to be called out.

I have figured out many things about myself. I am an athlete, a college graduate and close to obtaining a Master’s Degree, a servant leader, and I through my actions I represent health and wellness. I want to be in a position where I have a career supporting my passion. I want to have the opportunity to guide people that have the same interest to inspire the community with our shared visions and interests. The Future me is one that will love my work. I will feel fulfilled
with each and every day with how I spend my time helping those with wellness within my community.

**Step 2 – Develop Long Term Goals. Create a list of goals that give vision to my future.**

My long term goals:

- To continue to learn and participate in challenging activities where I can reach brand new heights.
- To raise my son by offering and exposing health and wellness options and advice.
- To find fulltime work within the field of sports / health and wellness in a leadership position where I am able to implement my ideas and act as a servant leader.
- To work as an athletic director or work with parks and rec as a community activities coordinator.
- To be actively involved in non-profit or volunteering for an organization that promotes activity and wellness to our youth.

**Step 3 – Designing the Roadmap – how to create opportunities and acquire the resources to reach my long term goals.**

Networking is something I need to incorporate for designing my future professional roadmap. I am planning on applying for a position on the board for Youth Lacrosse in Rosemount. Not only will this allow me to be exposed to more people within the community and youth sports, but it is also a program I am connected to personally since my son is involved as an athlete. I also plan on reaching out to my advisors and mentors from DCTC and Concordia St. Paul about possible positions and/or websites that are good resources for job searching in the
field. Attending job fairs is another opportunity I will no longer neglect to pursue. I believe this is a great resource to connect with possible organizations that had been unfamiliar to me.

A risk I need to be willing to take is to consider job opportunities within the Sports field to gain experience; even if the hours or commute might not be as nice as what I have now. Volunteering time to events and programs affiliated with the sports industry after I finish school is another great way to network, gain experience and expose my expertise. A few options that would be a perfect fit are: helping as an assistant coach to the high school cross country team, working at running events under directors who have had success and helping with coordinating activities through a parks and rec program near me.

**Step 4 – Identify Milestones & Set timelines against the milestones.**

September of 2015 I will apply for the lacrosse board mentioned above. I also plan on offering my name out to become team manager for my son’s summer team this year. This spring (2015) I will sign up to volunteer for an ultra-trail race happening in the fall. I will send out 2 resumes per month to start within the field for positions in which I am now qualified for without downplaying my education or experience. This will start immediately.

**Step 5 – Ready Your Support Network – Reach out to others who will support me, mentors and guides, providing opportunities and assistance to reach new heights.**

There are many people I have worked for the last several years that would be fantastic resources to help assist in allowing me to reach new heights within my career passion. I will start with contacting my school advisors at DCTC and Concordia with an updated resume that state my new qualifications and training. I plan to offer any available time and service for opportunities to volunteer or work within the field to gain experience and knowledge.
I will provide my current companies with an updated resume. This will demonstrate the initiative I have taken to grow with education. I will be acknowledged as suited for higher level positions due to my new developments and interest. I will also take advantage of social media for reaching out on a broader scale for potential opportunities.

Conclusion

It has been truly amazing; this journey learning more on Leadership and Management. There are many important details I am able to take from my new knowledge that will benefit my future as a leader and also when being led by others. The majority of past work history encouraged me to assume ‘management equals power in position’ and I now know that isn’t entirely true. This thought has contributed to my lack of inspiration to pursue a top level job. Through this Master’s program at Concordia St Paul and taking on highly challenging extra-curricular activities, I have learned that there is much more about leadership than I had ever dreamed. I understand now that there are leadership styles that match exactly how I would want to pursue that type of role. I now have the confidence that I will be an awesome fit to advance to such a position.

I realize my inspiration comes from deep inside me and it is easily contagious when this true passion surfaces. More than anything I want to make sure that each day I live had been worthwhile and full of life. Most importantly I want to be able to encourage and inspire others to follow their personal journey to find their ultimate passion. When this happens I will know that my style of servant leadership has been worth every effort.

“Exemplary leaders have positive expectations of themselves and of their constitutes. They expect the best of people and create self-fulfilling prophecies about how ordinary people
can produce extraordinary actions and results. Exemplary leaders’ goals and standards are unambiguous, helping people focus on what needs to be done” (Kouzes & Posner, pg. 297). I cannot wait to grow into even more of an exemplary leader.
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Retrieved from [https://www.youtube.com/watch?v=7B38PSwZbI](https://www.youtube.com/watch?v=7B38PSwZbI)


Appendix I

*Boston Marathon Revenue Sources*

![Pie chart showing the revenue sources of the Boston Marathon. The largest source is participant fees, followed by sponsors/fundraising, volunteer fees, and merchandise sales.]}
Appendix II

Budget Information

<table>
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Operating Expenses

<p>| Cleaning                                    | 166.7 | 166.7 | 166.7 | 166.7 | 166.7 | 166.7 | 166.7 | 166.7 | 166.7 | 166.7 | 166.7 | 166.7 | $2,000.00 |
| Refuse Removal                              | 416.7 | 416.7 | 416.7 | 416.7 | 416.7 | 416.7 | 416.7 | 416.7 | 416.7 | 416.7 | 416.7 | 416.7 | $5,000.00 |
| Race Registration Software                  | 500   | 500   | 500   | 500   | 500   | 500   | 500   | 500   | 500   | 500   | 500   | 500   | $6,000.00 |
| Merchandise                                 | 8333.4 | 8333 | 8333 | 8333 | 8333 | 8333 | 8333 | 8333 | 8333 | 8333 | 8333 | 8333 | $100,000.00 |
| Security                                    | 62500 | 62500 | 62500 | 62500 | 62500 | 62500 | 62500 | 62500 | 62500 | 62500 | 62500 | 62500 | $750,000.00 |
| Advertising                                 | 6120  | 6120  | 6120  | 6120  | 6120  | 6120  | 6120  | 6120  | 6120  | 6120  | 6120  | 6120  | $17,000  |</p>
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<td></td>
<td></td>
<td></td>
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| earned from event | 00 |
| Money Spent:      | $2,048,000.00 |
| Money Leftover /Profit | $4,952,000.00 |
Appendix III

**SWOT Analysis**

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<th>Strengths (internal)</th>
<th>Weaknesses</th>
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<tr>
<td>• 118 years and still running strong.</td>
<td>• The fact that it is not an open race to everyone.</td>
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<tr>
<td>• The Oldest running event in the United States.</td>
<td>• Many within the running population will never get a chance to experience this event first hand.</td>
</tr>
<tr>
<td>• One of the few marathons one has to qualify and be eligible to participate.</td>
<td>• Continually evaluating security concerns since it is such a wide open field.</td>
</tr>
<tr>
<td>• Strong city and community support.</td>
<td>• Uncontrolled access for anyone to attend.</td>
</tr>
<tr>
<td>• Participants pay to play, Fans attend for free.</td>
<td>• Strong presence can cause unwanted attention (terrorist target)</td>
</tr>
<tr>
<td>• The event promotes health and well-being.</td>
<td>• Keeping tradition and history a highlight can cause a lack of growth within the event to keep up with current times.</td>
</tr>
<tr>
<td>• Continued demand for achieved excellence.</td>
<td>• Lower interest in distance running than sports such as hockey or football</td>
</tr>
<tr>
<td>• Marketing follows suit to the mission statement and core values</td>
<td>• Happens only once a year</td>
</tr>
<tr>
<td>• Top marathon athletes from across the world are supported through this event.</td>
<td></td>
</tr>
<tr>
<td>• Capable of adding additional entrants to the field for extra special events (such as the 100th year).</td>
<td></td>
</tr>
<tr>
<td>• Financial base is solid through dedicated runners, sponsors, volunteers and community.</td>
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<table>
<thead>
<tr>
<th>Opportunities (external)</th>
<th>Threats (external)</th>
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<td>• Security becomes even stronger due to the tragic events of 2013.</td>
<td>• Current running population trend is declining in speed and more about finding 'fun' races.</td>
</tr>
<tr>
<td>• Wider availability to sell product through online capabilities.</td>
<td>• Fear of inadequate security.</td>
</tr>
<tr>
<td>• Additional races throughout the year are available where no time eligibility is needed for entry.</td>
<td>• Will terrorist challenge the enhanced security?</td>
</tr>
<tr>
<td>• Non-profit organization.</td>
<td>• Will runners and fans fear the course because of past events?</td>
</tr>
<tr>
<td>• Never ending volunteer opportunities.</td>
<td>• Will the cost to compete raise dramatically due to enhanced security?</td>
</tr>
<tr>
<td>• Charity events and donations can be supported through BAA.</td>
<td>• Will sponsors/vendors use the tragic events to support their marketing tactics?</td>
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<tr>
<td>• Opportunity to collaborate with sponsors</td>
<td>• Always on search for volunteers to help out in unpaid duties.</td>
</tr>
<tr>
<td>• Donation gifts more readily available to give with general admission costs being free.</td>
<td>• Who knows if the market of long distance running will remain big with possible new research stating it is not good for some populations.</td>
</tr>
<tr>
<td>• Community comes together on Patriots Day to celebrate another year of history in the making.</td>
<td>• Can this event hold up to creativity expectations with such an expectation to keep so many traditions?</td>
</tr>
<tr>
<td>• International interest.</td>
<td>• Seasonal interest.</td>
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<tr>
<td>• Sometimes the Boston Marathon serves as an Olympic qualifying event for the entrants.</td>
<td>• Older race course and not finishing the event in a totally secured facility.</td>
</tr>
<tr>
<td>• Appeals to both genders and all races.</td>
<td></td>
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