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2015 Major League Baseball All-Star Game

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2015 Major League Baseball All-Star Game

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Dedications

I would like to dedicate this capstone to my girlfriend, Alyssa Wargin, as well as my parents, Mark and Janice Sawinski. They have always supported on this journey to earn my Master's Degree and I am so very thankful for all that they do. Without them, I would not be where I am today. Additonally, I would like to thank Dr. Huberty from Concordia University-St. Paul for her continued support throughout my academic career.

Abstract

Looking at the 2015 Major League Baseball All-Star Game, this paper included financial reporting, marketing statistics, key research into the planning and execution of the event while providing a background of the game itself. The goal of this research was to provide insight on all aspects of the 2015 MLB All-Star Game. This paper can be used as a reference for future All-Star games and sporting events in general in the pre and post stages of planning and the overall execution of the event.

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Chapter One: Organization Introduction

Major League Baseball (MLB) is a professional organization that has been operating since 1903. This private entity does not have an official mission statement, however each individual ball club has a mission statement. The MLB acts with the intent to provide a platform for professional baseball players to perform at their highest level. The MLB is headquartered in Manhattan, New York and is led by current Commissioner, Rob Manfred. Manfred, the tenth commissioner in MLB history, began his tenure as commissioner after Bud Selig formally retired from the position after twenty-seven years (Commissioners, 2014). Manfred has been caught in the middle of numerous situations during his early tenure, such as the appeal on the ban of Pete Rose, steroid controversy and the safety of spectators at MLB games.

As of 2015, the MLB is comprised of thirty teams with twenty-nine teams in the United States of America and one organization located in Toronto, Canada. With an even thirty teams, the league is divided in two, making the American League and National League. Since 1933, an All-Star Game has been held during the midway point in the season to showcase the league's elite talent and bring together baseball's top players on one field. The organization that held the most recent All-Star Game happens to be the same organization that was the first-ever professional baseball team in history. The Cincinnati Reds played host for the 2015 All-Star Game, and in a city with rich baseball heritage, the Reds were able to showcase their traditions for the world to see.

The Cincinnati Reds were founded in 1869, but were merely labeled an Independent Franchise: It was not until 1881 that the organization was officially considered baseball's first-ever professional team. Butcher (2009) writes:

The Cincinnati Reds are dedicated to building and maintaining a

Championship-caliber team that carries on our rich baseball tradition. We

are committed to providing superior service, exceptional entertainment

and continued contributions in our community. (p. 1)

This mission statement notes that the organization is not only expectant of on-field success, but also successful contributions made to their community. This type of mission statement is common throughout the league, although Major League Baseball enforces that each team is required to publically announce their own statement (Major League Baseball, 2015).

Surrounding the 2015 All-Star Game, a great deal of media exposure was put on Commissioner Manfred and long-time Cincinnati Reds player, Pete Rose. Rose is currently suspended from Major League Baseball after being caught gambling on baseball during his playing career. With the stage being set in Cincinnati, Manfred was asked on numerous occasions if he would lift Rose's suspension (Ortiz, 2015). Manfred assured media and the city that he was open to discussing the possibility of lifting the suspension and was "all ears" when it came to talking to Rose. Rose was allowed to work during the All-Star Game, through an agreement with Fox Sports Network, making Rose an on-air announcer during the event. The Cincinnati Reds honored Rose, as well as Hall of Fame players Johnny Bench, Joe Morgan and Barry Larkin, making the "Franchise Four" (Oritz, 2015).

Hosting the 2015 All-Star Game in a baseball-rich city like Cincinnati, the Reds organization as well as Major League Baseball were able to showcase the game's premier talent all in one week. This event sheds light on everything that baseball is doing as a sport, community and business and this year's game continued to display baseball's growth.

Chapter Two: Event Introduction

The 2015 Major League Baseball All-Star Game was played on July 14, 2015 at Great American Ball Park, the home ballpark of the Cincinnati Reds. Great American Ball Park's name stems from Great American Insurance Group, which purchased the naming rights from former majority-owner Carl Linder Jr. Great American Ball Park was built in 2003 and holds a maximum capacity of 42,319 (Great American Ball Park, 2015). In comparison to the 2014 All-Star Game held at Target Field in Minneapolis, Minnesota, Great American Ball Park holds just over 3,000 more seats.

The planning and funding that occurred for Great American Ball Park began in 1996, with the issue that the Reds and NFL team Cincinnati Bengals were sharing a stadium. Hamilton County (Pilcher, 2015) voters passed a sales tax increase of a half-percent to contribute to paying for the construction of two separate stadiums for the organizations. The ballpark was built to face the Ohio River and Northern Kentucky, which adds appeal with the riverfront directly behind the stadium. This ballpark is located in the heart of downtown Cincinnati making it easily accessible for spectators from surrounding areas. With the organization winning the 2015 bid for the All-Star Game, the Reds put over $5 million dollars in renovations to Great American Ball Park, with improvements like updated bars and concession stands to improve overall fan experience. Built by architectural firm, Populous and GBBN, Great American Ball Park cost the organization over $290 million dollars in total (Great American Ball Park, 2015).

The MLB All-Star Game originated as one game that was played between the American League all-stars and the National League all-stars for home-field advantage in the playoffs. In today's game, the home-field advantage is still in play, but new additions surrounding the event make for a much larger spectacle than it once was. Players are given an entire week off of play

spanning from the day before All-Star festivities begin, and ending a few days after the game is played. All-Star Game festivities include a fan-fest for avid baseball lovers, a Future's game where top upcoming talent is showcased, celebrity softball game combing past MLB players with current celebrities, a home-run derby, and lastly the All-Star game itself. By adding events such as the celebrity softball game, MLB reaches a demographic that would not be primarily be targeted. Like all sports, baseball is a business. Major League Baseball is able to raise ticket pricing, concessions, merchandise pricing as they see fit from year to year (MLB, 2014).

Looking at financial budgets, expectations and actual reporting, the 2015 All-Star Game alone brought in over $44.6 million dollars in ad revenue, with the average cost of a thirty second commercial being over $550, 215 (Genesco, 2015). When looking at actual numbers from the infographic shown in Appendix B, the overall "reach" of the event was greater than the NFL Pro Bowl, NBA All-Star Game and the NHL All-Star Game by over two million viewers. Reach is a statistic proven by the number of viewers either were informed about the event, caught a glimpse of the game and those that planned to watch the event in its entirety. A statistic to note for this year's All-Star Game is the overall reach for Spanish Viewership rose 44% from 2014, with over 130,000 Spanish Viewers. This was made possible due to an agreement with Fox Deportes (Genesco, 2015).

Partnerships with brands such as Pepsi, T-Mobile, Fox and ESPN assisted in the growth of this year's game. T-Mobile, the official sponsor of Fan-Fest grew the overall attendance of last year's event 7%, with a total of 123,312 fans joining in the festivities (Genesco, 2015). Over the course of the three days, Great American Ball Park hosted a total of 130,904 fans (Genesco, 2015). These partnerships are vital to reaching audiences across the world, even if the particular individual is not a fan of baseball, they may have been reached due to a corporate sponsorship.

Through the use of targeted marketing, brands were able to directly focus on the demographic they wanted to reach, and deploy a strategic marketing effort.

Chapter Three: Marketing Plan

The 2015 All-Star Game was one of the most successful games to date. Cincinnati trumped total attendance from 2014 in both the All-Star Game attendance and attendance to all events prior (Pilcher, 2015). From a financial standpoint, the game brought in $70 million in local economic revenue with over $8 million in charitable intake (Pilcher, 2015).

Marketing can be viewed upon impressions and a unique, being the sole individual. The impression being how many times a certain piece was seen. With that said, a strategic marketing plan could deploy to one hundred individuals, and actually reach over one thousand impressions due to the advances in social media and sharing accessibility. This chapter will break down the P's that make up a successful marketing plan. Each subgroup contributes to the overall success of an event in its own way, and plays a vital role for executing an event of this magnitude.

Purpose

The purpose of the 2015 marketing plan is to successfully market not only the game itself, but spread community awareness, increase viewership, and assist in growing the sport of baseball. In growing the awareness of baseball, the future of the game is consistently being built stronger and this game serves as a platform for the world to see. By obtaining successful partnerships with brands and companies that are unrelated to the game of baseball, reaches the masses on a directly targeted attempt.

Product

All-Star Games turn a nine-inning baseball game into a showcase of premiere talent for the world to see. By putting the best "product" on the field, being the players sets a higher bar of standards for the event. The product in this research is the game in its entirety, meaning the

events leading to the game, including Fan Fest and network coverage, which generated over $44 million dollars in ad revenue (Genesco, 2015). This ad revenue can be attributed to interaction between fans on location, as well as online viewers and broadcast viewers.

Project Market

Marketing managers must be able to look at both the positives and negatives that occur when planning an event of this magnitude. Mapping out all possible outcomes in a SWOT analysis, can be a very beneficial way to plan. Below is a SWOT analysis created specifically for the 2015 MLB All-Star Game. This analysis breaks down strengths, weaknesses, opportunities, and threats for the host city, as well as the organization. Strengths and opportunities look at the internal functions of the organization while weaknesses and threats apply to external aspects of the organization.

Strengths:

- Showcase the City of Cincinnati, Ohio
- Generate income as well as give back to the city
- The city's support behind the MLB and Reds to host the event
- The last time the All-Star Game was played in Cincinnati it was a one day event, it is now six full days

Weaknesses:

- The overall cost that a city pays for an event of this size (added police, medical teams, etc.)
- The need for volunteers to make this possible
- The overall percentage the host team makes from the week

- The possibility of poor weather

- The size of Cincinnati, compared to a city such as New York, Los Angeles

Opportunities:

- Create future sponsorships, partnerships and contracts for the Cincinnati Reds

- Create awareness for groups such as Stand Up To Cancer, a charity focusing on generating funding and revenue for cancer research

- Allow for restaurants, business' and bars to thrive from increased crowd traffic

- Sponsorship opportunities across the city

- Build a greater following not only Major League Baseball, but the game in its entirety.

- Generate a "buzz" not only for the Reds, but baseball fans all over

Threats:

- The timing of the event, with others taking place such as concerts, rallies, etc.

- Lack of knowledge on the city of Cincinnati

- The lingering possibility of a terrorist threat/attack

- Added security/police to one area, means lack of police elsewhere

- The possibility of poor weather

- The possibility of a lawsuit against either the MLB, Reds or the city

Position

Through the use of pop-up shops and areas throughout the city of Cincinnati, the Reds and Major League Baseball succeeded in generating awareness and revenue through marketing outreach. The position for the 2015 All-Star Game is to publically market the event in a positive

way. An example being, by incorporating historic figures such as Pete Rose and Barry Larkin, Major League Baseball gained viewership from older generations as the two added a new excitement to the event.

Pick Players

When picking key players for this event, Major League Baseball had to look at their most prevalent market, the current baseball fan. By breaking down the demographics of potential guests, event managers had to look at the avid baseball fan, the casual viewer, as well as someone who knows nothing about the event or baseball in general. Market segmentation breaks down each subcategory by the likelihood of attendance, revenue brought in by each demographic, and specific interest to ensure the direct marketing approach maximizes reach and revenue.

For future All-Star games, Major League Baseball will be monitoring fan voting to prevent what transpired when selecting the 2015 lineups. Due to the overwhelming fan engagement by the Kansas City Royals fans, this year's first attempt at picking teams was somewhat skewed due to the general public (Svrluga, 2015). Since the target consumer was the general public, engagement and overall reach of the selection process was at an all-time high.

Package

Fans were able to experience the package, the 2015 All-Star Game in two different ways. First, fans that were unable to attend in person were able to access the game via television partnerships with Fox and ESPN. Both of these televised events were sponsored by T-Mobile. Second, fans that were in attendance were able to experience the game by purchasing a ticket. T-

Mobile, in partnership with Pepsi Co., offered weeklong promotions for fans all around the United States, Canada and Mexico (Bourne, 2015).

Price

The total revenue of the 2015 MLB All-Star Game was $70 million dollars with ticket prices ranging throughout the 2014-15 season. Ticket pricing actually was down 21% from the 2014 game as the average ticket to this year's game sold for over $670 dollars (Prices, 2015). MasterCard and Apple Pay connected to create a seamless buying solution for users wanting to purchase tickets, concessions, and merchandise (Ely, 2015).

Promotion

When looking at promotional reach for the MLB All-Star Game, a great majority of promoting was done prior to the game. Fan Fest gave a unique experience to guests, as they were invited to participate in events, learn about the history of the game, and have the opportunity to meet current and past players. With partnerships like Taco Bell, T-Mobile and Pepsi, Fan Fest was a large contributor to promoting the game.

By taking advantage of promotions with companies like Procter & Gamble and South Dakota based, Daktronics, the Cincinnati Reds were able to display the all-new LED video display for the 2015 game. (Digital Signage, 2015). In doing so, both Procter & Gamble and Daktronics were able to promote their brands not only during the All-Star game festivities, but through the remainder of the 2015 season. Successful promoters have the ability to think outside the box, and stray away from the everyday norm. By placing signage, incorporating branded campaigns, and utilizing segmented marketing, these promotions pay off greatly in the end.

Advertising.

Through the use of social media and fan engagement prior to the game, Major League Baseball incorporated a new approach to select each team. 2015 was the first year that fans were able to cast their vote online via social media, instead of hard copy ballots that were filled out throughout the season at every ballpark. This new method reshaped the way fans are able to decide what players attend the game, with statistics showing over 620 million total votes casted online (Genesco, 2015). Through the use of brand campaigns, digital banners, targeted marketing, gorilla marketing, and added signage, the event was spread to the masses through these facets.

Publicity

Although the 2015 game ranked worst in overall viewership (AL victory, 2015), ESPN network itself raised the bar from 2014 with a total network viewership of 7.1 million viewers, which increased 32% from the 2014 game (Genesco, 2015). Attendance increased 7% from 2014 proving that the efforts put forth paid off in the end. Marketing teams are able to view overall impressions throughout a campaign, and see if the overall reach of the event is being reached by the greater public. Although viewership remained high in the United States, the game was not as well received in outside countries (Genseco, 2015).

Promotional Activities

Promotions tied with Fan Fest were prevalent in Cincinnati, which increased awareness as well as revenue. Pepsi sponsored concerts from over fifteen performers, in doing so creating more marketing opportunities to increase attendance. By broadening the options for promotional activities gave new insights for future events to come. Promotions such as the "Esurance

#FinalVote", which was a branded campaign that made voting possible for fans online. The campaign totaled over seventy million votes during its run (Esurance, 2015). Another promotional activity that took place was a Cincinnati 5K race that took place in the city streets. The race drew over twenty thousand runners and played host for brands such as Nike, Aquafina, Firestone and Gatorade (Horn, 2015).

Public Relations

Positive public relations were a result of the 2015 game, as it was a successful week not only in revenue, but also in community outreach. Game Day Communications won the bid for the official public relations firm representing the 2015 All-Star Game (Caporini, 2015). Utilizing Game Day Communications for all PR related-matter streamlined the communication between Major League Baseball and all outside communication. Through the use of partnerships with numerous charity and community relations programs, PR assisted in growing the awareness of the 2015 All-Star Game.

Community Relations

Major League Baseball has over sixteen community outreach groups that cover certain foundations like "Stand Up 2 Cancer", Boys and Girls Club, and the RBI program (MLB Community, 2015). The RBI program assists in growing the reach of baseball and allowing for more youth opportunities to play throughout the United States and Latin America. The RBI program is one of the partnership programs that were used in the 2015 All-Star Game (MLB Community, 2015).

Personal Selling

Through the use of direct face-to-face communication, and reaching fans from across the nation to attend Cincinnati for the week took the use of numerous outlets. The Cincinnati Reds used their internal sales team to push season ticket holders to purchase tickets (Pilcher, 2015). With the use of outside outlets such as Ticket Master and Stubhub, fans were able to access unused tickets at a premium price.

Sponsorship

Sponsorship was prevalent throughout All-Star Week, in the use of social media campaigns on Facebook and Twitter, gorilla marketing throughout the Cincinnati area, and partnerships with companies like Pepsi, Taco Bell, T-Mobile. T-Mobile was the first ever presenting sponsor of the MLB All-Star Game. By reaching untapped markets through the use of a variety of sponsorship methods, banners, signage, and messaging created more awareness of the event. Pepsi's sponsorship with MLB was a brand campaign to push the company's new "Pepsi Pass loyalty program, which was intended to reach a younger audience. Anheuser-Busch partnered with MLB and the Cincinnati Reds organization in distributing over 1.2 million All-Star Game-branded bottles and cans of Bud and Bud Light. A long-time sponsor of the event, Chevrolet continued its iconic sponsorship in donating sixty-five Silverados for the pre-game parade, as well as giving the MVP of the game an option between their new Silverado or Corvette (Caporni, E, 2015).

Place

Great American Ball Park played host for the product in this campaign, utilizing the stadium's maximum capacity of 42,319 total guests (Great American Ball Park, 2015). Through

the use of selling tickets to the All-Star Game, Homerun Derby, Celebrity Softball Game and Futures Game, Major League Baseball was able to utilize one location as a revenue source during a three-day span. An additional location that was used throughout the week was The Duke Energy Convention Center, hosting Fan Fest (MLB, 2015). Major League Baseball and the City of Cincinnati were able to use the highly populated downtown streets to better promote the event. By generating awareness in the form of the All-Star Red Carpet parade, the overall reach was not seen throughout the entire metropolitan area.

Promise: Evaluation of Strategy and Tactics

For the 2015 All-Star Game, television decreased in overall viewing and was an all-time low in this category. ESPN had positive numbers this year, which may have been due to the coverage of all events throughout the week although their original reach is smaller than that of Fox Network. Looking at social media insights, Major League Baseball succeeded in their efforts to grow the event over the bandwidth of Facebook and Twitter. With actual statistics referenced in the appendices, including both revenue charts, and viewership infographics, it is clear that overall guest attendance grew from 2014 (Genesco, 2015). These insights showed that in certain categories, planning managers across the event either succeeded or failed in reaching their goals for the 2015 All-Star Game. With the goal to grow from year to year, learning from past games can better prepare for what is to come in 2016.

Chapter Four: Employee/Volunteer Planning

Motivation and employee moral correlate between success and failure when leading an event of this magnitude (Bizfillings, 2015). One strategy for leading a successful event is if all managers/leaders make sure to effectively communicate leading up to the game, and especially during the All-Star Game. It is one step to plan, but execution of the event is key. Making sure to establish the confidence in the employees leads to productivity. To coincide with that, assuring that managers actively listen to suggestions as well as input from their employees will be crucial to the success of the game. When selecting employees, hiring managers must be able to assess the individuals' strengths, weaknesses, as well as their abilities as an employee.

According to Jones (2013), the key skill needed to ensure every employee feels comfortable in the work place is keeping an open forum. If an employee wants to work for his or her leader, productivity has the potential to be higher than if he or she were unhappy in their workplace. The All-Star Game is a highlight of the MLB season, therefore, employment teams are selected a full season prior to the event. This additional time allows leadership teams to create strong relationships amongst his or her employees. Strong relationships allow employees to feel comfortable working with one another and dealing with challenges as a team when they arise. Jones (2013) also adds that open forums and relationships in in the workplace will minimize conflict within a team or group.

The ability to motivate someone during his or her work is an attribute of leadership. By providing both positive and negative feedback to employees, a sense of trust is built between the employer and employees.   One can learn a great deal about what or how they are doing by simple feedback. Leaders who keep their employees up to date, either with progress reports or performance appraisal allows for the work teams to know how to be more efficient. In this

year's game, volunteer participation was prevalent with help from the organization, The Welcomers Community Volunteer Network (Bizfillings, 2015). By tapping into the organizations network of over four thousand individuals, created a successful effort throughout the week.

With the many variables that go into an event such as the MLB All-Star Game, effective leadership and management is crucial to the success of the event. Keeping communication open, creating a comfort level amongst employees, and assuring employees to ask questions contribute to overall success. The importance of effective communication, and the ability to start communicating early adds to the plans effectiveness. Making sure that employees feel comfortable and excited to be doing what they are doing makes for a positive work environment and will make for an even better event. The All-Star Game is both a spectacle for players to be play in, as well as an honor for employees to work.

Chapter Five: Risk Management Plan

Risk management was originally defined as "controlling the financial and personal injury losses from sudden, unforeseen, unusual accidents and intentional torts" (Cotten, D & Wolohan, J, 2013). Cotten and Wolohan (2013) define risk management as the course of action needed to reduce the probability of losing participants, employees, spectators, management and organizations. For instance, as employers are forced to add lighting, guardrails, or call buttons for safety, these are risk management solutions. A basic framework should be set in place, while keeping in mind that each risk management plan differentiates from the next. Risk management for an aquatic center may begin the same as a baseball park in terms of planning to protect its customers. As the development continuities, the plan becomes specific to the sport and its venue.

Contractual agreements bind the parties involved in an event by stating the precautions and possible repercussions of the plan. For instance in competing in a race, runners must sign a waiver legally stating that they will not sue the organization if they were to need medical attention. By forcing competitors to do sign a legal waiver, sets an example of risk management in making sure that liability does not come back on the organization. If an organization fails to legally protect them from any wrongdoing, legal action such as a lawsuit or settlement could be the end result.

For the 2015 All-Star Game, risk management was highly questioned with events that transpired the week prior. City of Cincinnati officials deemed the city safe for All-Star guests the week of July 14 after a "weekend melee" occurred the weekend before. With seven total arrests, and national news coverage, this was difficult timing for the city (Jones, 2015). Risk management is the ability to mitigate events such as these and prepare for any repercussions that

stem from past events. Cincinnati partnered with twenty-five public safety agencies that came from Northern Kentucky, the federal government/FBI, and U.S Coast Guard to ensure for added security throughout the city (Jones, 2015).

Major League Baseball ballparks abide by the same overarching rules when it comes to safety. The Cincinnati Reds abide by similar guidelines that the Minnesota Twins follow in terms of risk management. Including the 2014 research and looking at the events that transpired, are vital in the planning of the 2015 game. Research conducted on Target Field, coincides with similar research that would have been done for Great American Ball Park in Cincinnati. Each ballpark has similar characteristics such as two clubhouses, one for each team, concourses throughout the stadium, entry gates, and weather-safe areas. Planning committees must execute procedural planning sessions, including fire drills, severe weather evacuation, and crisis situational training.

A risk management action that all Major League Baseball organizations must abide by is the recent development to the "baseball rule". The "baseball rule" protects organizations from any injury to fans and spectators due to flying objects such as a broken bat, or ball (Juliano, 2010). This rule enforces that organizations must screen in the most dangerous areas of the park, as well as display signage and fair warning for spectators. This rule is abided by in over half of the United States when looking at non-professional baseball.

Although netting is not enforced around the entire baseball stadium, protecting the areas with the highest risk ensure that the stadium is taking the necessary precautions to protect those viewing from a potentially dangerous vantage point. Spectators viewing the game from the outfield seats are not fully protected by this rule. As they are viewing the game from a distance that the hosting organization deems safe, and the only precaution that the organization must

uphold is stating, spectators must be aware of flying objects. Numerous lawsuits have come from stadiums that do not enforce the "baseball rule"; it may be a matter of time before every ballpark in America must abide by this rule. An additional risk that organizations take on, is the issue of crowd control on the concourse levels of the stadium.

A future recommendation for Great American Ball Park would be to streamline the lines that file on the concourse during the game. With new food and beverage stands, service was provided on both sides of the concourse. In doing so, lines run out into the middle of the concourse, creating a blockade for oncoming fans walking down the concourse. Lines at sporting events are inevitable, but if fans are experiencing difficulty moving throughout the stadium, a high-risk situation can develop. A plan for this would be to form single file lines that run parallel to the oncoming guests instead of protruding into the concourse. By using blockades such as rope-off sections, fans will be able to utilize the concessions safely and efficiently. These are recommendations that Major League Baseball may need to enforce in every ballpark as attendance continues to increase.

Crisis management is about attempting to control the uncontrollable (Cotten, D & Wolohan, J, 2013). Crisis management is a subset of risk management that focuses on allowing the organization to achieve its mission under extraordinary circumstances. How negligence could fit into the realm of risk management is by not properly taking the necessary actions to prevent injury or harm to spectators and or participants. Examples of this would be a pool without an emergency life vest, or a baseball field not having netting behind home plate is managing potential crises. By taking all necessary precautions, planning committees must ensure the overall safety and well being of guests, spectators, and participants to the best of their ability.

Looking at potential risks, it was evident that extensive planning took place and with the collective effort amongst multiple entities, this ballpark sets the benchmark not only for Major League ballparks, but all sports facilities. Crowd control played a factor not only for inside the stadium, but during pre-game events such as the highly celebrated player parade. The parade spanned throughout the host city, as each player and his family was chauffeured through the congested city streets. Cincinnati city officials worked alongside the Cincinnati Police Department to maximize security and mitigate any threat. Reports show that the city spent over $1 million in adding protection for the events (Horn, 2015). Cincinnati Police Captain, Mike Neville said that his team relied on years of training and post 9/11 practice demonstrations to make executing the safety of this event more manageable (Horn, 2015).

With events such as the Boston Marathon bombing, risk and crisis management teams unfortunately have experiences to learn from and take into consideration when strategizing next steps. These teams must pull past information of how a crisis occurred and what plans were in place that failed, what was left out of planning, and what was inevitable. From this compiled information, managers must be able to prevent it from happening again. Although the goal is to always prevent the worst-case scenario, risk management teams must face the realization that prevention will never be a guarantee.

Mike Hartzler, director of the Greater Cincinnati Fusion Center was reported saying, "The public has to take responsibility. We're all responsible for public safety" (Dykes, 2015). Hartzler, and the Greater Cincinnati Fusion Center strive to improve the city's safety, and provide a service for the community to report any suspicious activity, and share intelligence. "We've all heard the threats…. I try and tell people not to be afraid, go out and enjoy your community," Hartzler stated (Dykes, 2015). This is the thought process that spectators, fans and

guests must maintain, to focus on the event in its entirety and leave the worrying and planning to the risk management officials.

The City of Cincinnati, Major League Baseball, and the Reds organization were successful in planning and executing a safe event that raised the bar even higher for years to come. By utilizing outside resources, planning committees, and learning from years prior, the 2015 Major League All-Star Game was a well-executed, family-friendly event with no major issues during the six day span.

Chapter Six: Ethical Analysis

To gain a better look at some of the ethical challenges that take place in planning an event such as the All-Star Game, Cincinnati was able to learn from events that took place the year prior in Minneapolis. Alcohol continues to be a major source of revenue at major league sporting events. For example, during the 2014 All-Star Game in Minneapolis, Minnesota, bars were allowed to remain open later than the two a.m. curfew for All-Star Game week, creating a new set of circumstances for Minneapolis Police (Perlman, 2014).

The two added hours not only meant that bars remained open to the public, but cabs were required to stay out later to assure for safe transport. This statute restructured a large part of Minneapolis, although it was only for one summer night. Looking at the question of if it is morally right to change this law, many may have felt that it is not due to the main factor is alcohol consumption. Fortunately for Minneapolis in 2014, no major events transpired and the statute did not hinder the city's or the All-Star Game's reputation.

Looking at this approach from the deontology perspective, which is defined as focusing on the rightness or wrongness of actions and themselves, as opposed the rightness or wrongness of the consequences of those actions (Deontology, 2008). These consequences are what should have been at the root of this decision to push back bar close. Questions officials had to ask were: what can possibly occur for those two added hours? How much money would be generated for the economy? What legal liabilities could we be held accounted for? The utilitarianism viewpoint would be more so to look at the actions that need to take place to carry through with this. Questions such as, how many police officers were needed? Are all taxi drivers going to be on call? Should there be multiple DUI checkpoints? These are all ethically based questions that needed answers when planning the 2015 All-Star Game.

Looking at ethical challenges surrounding the 2015 game, the on-going debate surrounding Pete Rose raised many red flags this year. As mentioned earlier, Rose has been serving a lifelong ban from the game of professional baseball, but was incorporated in this year's game. Some may look at this as ethically wrong, given the fact that Rose cheated the game of baseball by gambling on games he was a part of, but although he is a Hall-of- Fame caliber player, he still received mixed receptions (MLB: AL, 2015). Allowing Rose to return to the game of baseball creates an ethically challenging situation, in the sense that it may be perceived that no matter the crime, it can always be forgotten given the circumstances.

Another ethically challenging situation took place prior to the game, and involved the general public. This year was the first year that fans were able to utilize the internet to cast their votes. In years past, it was a controlled balloting system, where fans had to vote at a regular season game prior to the All-Star break. This year raised numerous red flags in how voting was skewed due to poor regulations of the voting sites.

Online hackers were actually reported breaking into the system and "flooded" the voting ballots with their favorite team's players (Marshall, 2015). Looking at this situation from a existentialistic view, emphasizing that the individual is free and responsible, and can determine their own actions (Oxford, 2014). This perspective would assume that the individuals responsible for skewing the voting system knew what they were doing and what the reprocussions of their acts would be. Due to the actions of these particular individuals, after the first year of allowing fans to vote from their own computer, this platform will need to be restructured.

When people take advantage of an opportunity in a negative way, officials are forced to regroup, and decide if the same plan will work moving forward. In 2016, this voting system will

need to be more advanced, limiting online voters to cast a certain number of votes, as a physical balloting system would. With today's technology, fans have immediate access to information on their favorite players and teams, but when it comes to selecting an All-Star Game roster, this situation raises the question of if the fans should be able to make a decision of this magnitude online.

Ethical decisions regarding alcohol regulations, Rose, and the flawed voting system that took place this year may shape the All-Star Game for years to come. If Rose is fully reinstated into the game of baseball, the 2015 All-Star Game will serve as a historic moment, as it was his return to the game. Looking at these accounts from multiple perspectives including deonotology as well as existentialism, shows that events can push the "ethical boundries" of an organization, individual and community.

Chapter Seven: Personal Statement

Great leaders are not great because of the words they speak, but rather the example they set through their actions. Leaders "energize and mobilize […] take people and organizations to places they have never been before" (Kouzes, J. & Posner, B 2012). I chose to pursue higher education in the Sport and Recreation Management field to fulfill a lifelong goal of becoming an agent. I believe the skills that I have gained through this program will assist me in my future aspirations of representing professional athletes and be a model of what great leadership looks like. Extraordinary leaders are able to make things happen when they follow the Five Practices of Exemplary Leadership. These include, modeling the way, inspiring a shared vision, challenging the process, enabling others to act and encouraging the heart (Kouzes, J. & Posner, B 2012). Currently, I am seeking opportunities to lead youth athletics and practice these five exemplary leadership characteristics, specifically coaching high school baseball. These opportunities will help me develop as a leader and will create the foundation necessary for me to fulfill my future goal of becoming an agent.

As an undergraduate student at Concordia University, I knew I wanted to continue my education and pursue my dream of becoming an agent. Concordia University offers small class sizes, individualized learning, and the flexibility to continue working while furthering my education. These aspects of a University, along with the Sport and Recreation Management program offered at Concordia, helped me decide to continue my education where I had started.

I see this program as being a stepping-stone for my future in becoming a certified player agent. Upon graduation from Concordia in 2013, I decided to continue with classes in order to earn my Master's degree by 2015. I have always valued the importance of education, and realized that I would have to earn a higher-level degree to further my career in a very

competitive industry. Finding a job is difficult and finding a job in sports can be even more

challenging. Agents rely on connections made to advance their careers and I knew that a

Master's was necessary in order to standout in the industry. With the goal of becoming an agent,

I know the majority of my competition will have attended law school to become even better

suited for the industry.

Regardless of the route that I take to become an agent, this program will allow me to seek

new opportunities to continue to grow just as it did when I was applying for an internship with

the Minnesota Twins. One of the reasons I was selected as one of forty-two interns for the

Minnesota Twins was due to the fact that I was working towards a higher-level degree. Out of a

candidate pool of over three thousand, I was selected as a baseball operations intern where I

worked alongside the Twins' front office and baseball administration staff. Something that stood

out to me from one of our first classes was Professor Nelson's comment about how interviews

are conducted and the process that is taken to hire a candidate. As Professor Nelson attested,

distinguishing yourself from the many resumes out there can be difficult; however, I have

already seen that this program can be the factor that separates me from the rest. I know that I

made the right decision to continue my education at Concordia University in the Sport and

Recreation Management field.

I feel the goals I have set for myself and the knowledge I have gained through this

program will better prepare me for all of the new opportunities, challenges, and decisions ahead.

Nothing comes easy and with proper preparation, I am confident that I will develop into a

credible and effective leader. Having spent time learning about sports law, leadership,

management, and even financial practices, this program is the combination of what I need to

become a successful sports agent. To acquire clients as an agent, one must be trustworthy.

Instilling trust in prospective clients is key as some may see an agent as someone out to get a percentage of their hard earned salary. With the leadership traits that we focused on in this class, I am confident that I will have the ability to prove to athletes that I have their best interest in mind when making a decision. I have always prided myself in doing the right thing and putting others before myself. Alan Spiegelman, veteran wealth management advisor with Northwestern Mutual, stated, "before you can be a leader of others, you need to know clearly who you are and what your core values are" (Kouzes, J. & Posner, B 2012).

I know that my core beliefs will be transparent in my leadership and I feel that this will create strong relationships and long-lasting clients. Having studied the legal aspects of sports and spending seven weeks learning managerial finance, I will combine what I learned in the two courses to write contracts and endorsements, be able to steer players into making the smart financial decision and ultimately be a reliable source of information for each individual.

Leadership is an "observable pattern of practices and behaviors," that can be learned, strengthened and enhanced over time (Kouzes, J. & Posner, B 2012). My five-year plan was created knowing that my skills will improve with every experience, time, and challenge that I face. Ultimately, this plan is a guide to help me learn to become a better and more effective leader:

> *Year 1*: Obtain my Master's degree from Concordia University and actively network and build beneficial connections for the future.
>
> *Year 2*: Begin building my business model and team, while becoming certified by the Major League Baseball Player's Association (MLBPA) and create my website for potential clients.

*Year 3***:** Obtain a minimum of five clients to represent and be known as one of

the few agents in the Minneapolis area.

Year 4: Grow to a minimum of ten clients to represent while actively seeking

new business opportunities.

Year 5: Have a nationally established agency with the potential for satellite

offices around the United States.

When creating my five-year leadership development plan, the two leadership assessments

I used were Leadership Practices Inventory (LPI) and Personal Interests Attitudes and Values

Assessment (PIAV). I also used the team and skills approach to help guide my plan. Leadership

assessments and approaches are important in order to develop as a leader and improve the

"ability of individuals and organizations to achieve better results" (Bizfillings, 2015). LPI is an

assessment focused on the "frequency with which people engage in *The Five Practices of*

Exemplary Leadership" (Kouzes, J. & Posner, B 2012) whereas PIAV is an assessment focused

on assessing what we do based on what our interests, attitudes and values are (Professional

Safety, 59). The skills approach is leader-centered and is the "ability to use one's knowledge and

competencies to accomplish a set of goals" (Northouse Skills, 2012). On the other hand, the

team approach is focused on team performance and the ability to work as a team to create trust,

plans, structure and learning (Northouse Skills, 2012).

In year one, I plan to obtain my master's and begin to build my network for my future

agency. My motivation for building an agency comes from my interest in sports and the strong

value of wanting to help others succeed. In year two, as I become certified and establish my

agency and team I will continue to draw on my values as well as starting to build the structure of the agency from a team-centered approach. I know that I will not be successful unless I draw upon those around me in specialized fields such as legal counsel and marketing. As a team, we must share the same vision and that vision is drawn from my core beliefs. As their leader, it is my job to help rally my team around this shared vision. If problems or conflict arise during this time, which they will, I will use the team approach to establish a "mental road map" and guide my team as we diagnose the problem and take the necessary steps to correct the action (Northouse Skills, 2012). Asking for and receiving feedback is difficult, but as I enter into year three of my plan, I must be willing to seek the advice of my team and clients. In other words, "participative leadership values the input of members and peers, but the responsibility of making the final decision rests with the participative leader" (Johnson, 2015). If I continue to lead in a way that I find effective, without communicating with my team and clients, I will fail. If I do not ask for feedback, as suggested in the LPI assessment, I will never know the impact of my behavior on the performance of those who are on my team (Kouzes, J. & Posner, B 2012). As a leader, I do believe it is my job to continue to ask my team about my leadership and ways it could improve. Years four and five of my plan will be defined by the leadership I show in the years prior. If I fail to lead effectively, I will fail to reach the challenging goals I have set for myself. As the PIAV assessment states, I will constantly need to revisit why I am doing what I am doing in connection with what I believe and what I value. If my actions do not align with what I believe or value, than my leadership will not be effective. Furthermore, if my technical, human, and conceptual skills do not align with my core mission of my agency, then I too will have failed. I believe in order to be successful and live out my five-year leadership plan; I will

need to use the assessments and approaches I have discussed to circle back to the core of who I am as a leader and the willingness to improve each and every day.

I want to be successful not only as an agent but as a leader and a person. I understand that the sports industry is a difficult industry to be successful in, however I am determined to do any necessary to reach my goal. Many things happen for the benefit of one person over another and not necessarily to benefit a group as a whole. Through my leadership, I want to build a different type of agency. One that is reflective and continuous towards the same goal of helping other. Small things, such as taking risks, modeling my values or taking the time to thank a member of my team for all of their hard work will help my team stay unified and progressing toward the same goal. Five years seems like a great deal of time, but in reality it is a small amount of time that I will have to create the foundation that my agency will be built upon. Constant assessment and using approaches such as the team and skills approach will help me develop the type of agency I want to be known for years to come.

I know that this Master's Degree from Concordia University will set me up for the success I expect of myself in the coming years. If there is anything that I will take away from this program it is that I must never settle. I could have stopped taking classes and focused on my career but great leaders do not settle. They continue to strive for success and continue to grow. Obtaining my Master's is one small way that I am pushing myself to learn and grow and model my belief in continued improvement for others. Leadership does not simply happen. It is accomplished through trial and error, successes and failure and most importantly, the willingness to continue, even when it seems impossible.

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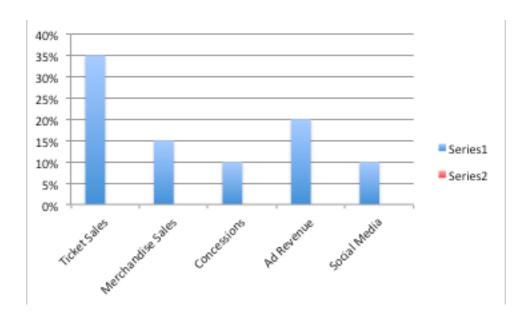
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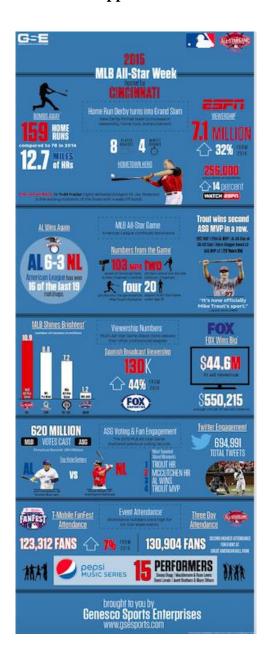# Appendices

Appendix A

Table 1

Expenses for 2015 MLB All-Star Game

Appendix B

Figure 2: 2015 MLB All-Star Game Infographic