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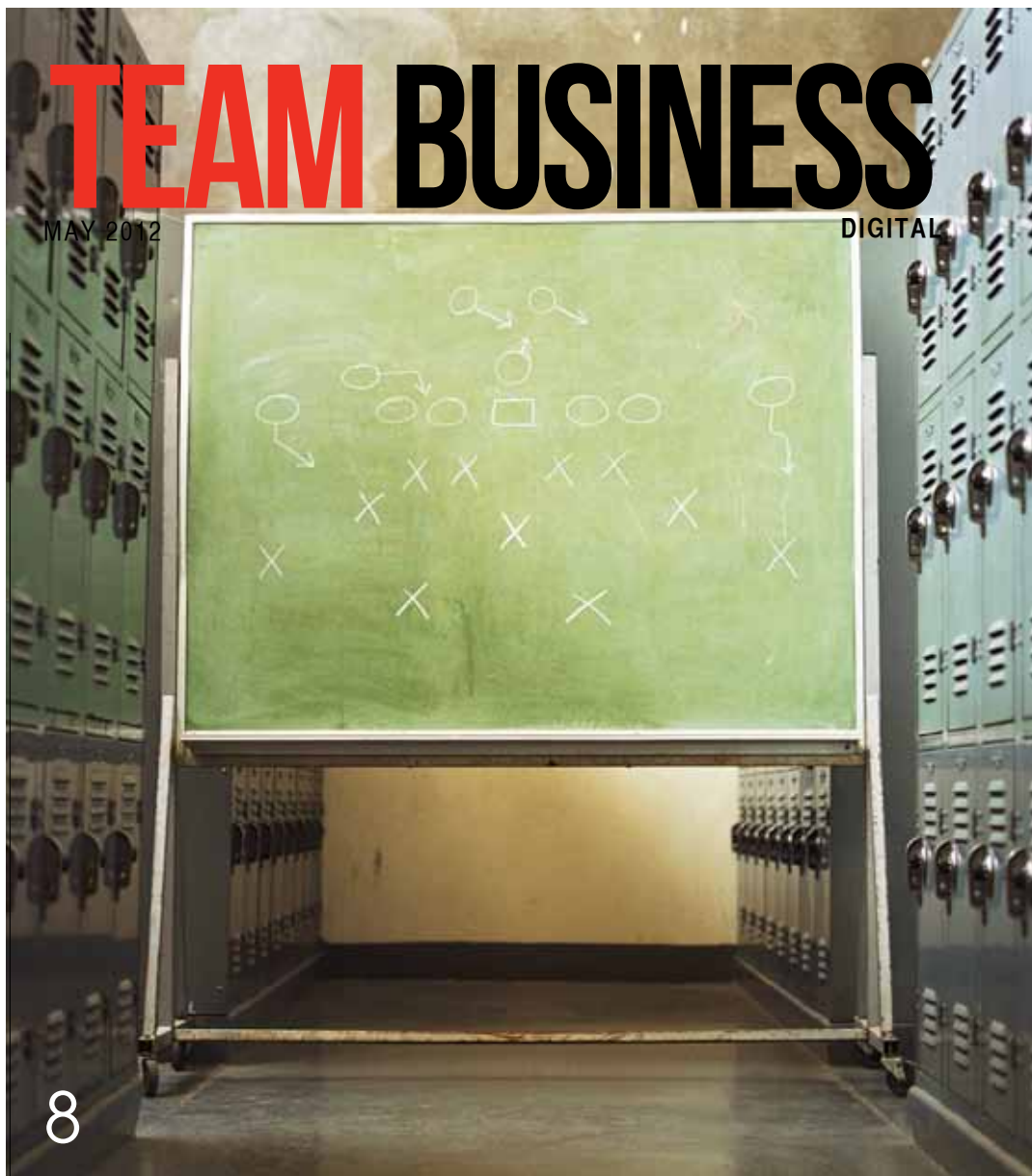
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TEAM BUSINESS DIGITAL is published weekly by SportsOneSource, LLC, 2151 Hawkins Street, Suite 200, Charlotte, NC 28203; 704.987.3450. Send address changes to TEAM BUSINESS DIGITAL, 2151 Hawkins Street, Suite 200, Charlotte, NC 28203; 704.987.3450





Women's Armour bra

## NEW PRODUCTS, INTERNATIONAL EXPANSION AND INNOVATION REMAIN KEY GROWTH DRIVERS FOR UNDER ARMOUR

By Fernando J. Delgado



The Highlight Football Cleat

During Under Armour's Annual Meeting of Shareholders on May 1 in Baltimore, MD, several top executives addressed a room of approximately 100 people at the performance apparel maker's Locust Point campus, detailing the company's progress and future outlook.

Kevin Plank, Under Armour's chairman, president and CEO, provided an update on general direction before detailing new products, technologies, and growth strategies in domestic and international channels. "The changes we made to our mission statement were to the word 'design'. We wanted to make sure that design is something that's at the forefront of who we are, and where we're going as a company," stated Plank during his opening remarks. He also emphasized that innovation was key to fulfilling the company's mission statement of making all athletes better.

Plank said that Under Armour's growth drivers remained consistent, going back to when the company went public in November of 2005. Those drivers are rooted in the product categories of Men's and Women's Apparel, Footwear, International, and Direct-to-Consumer. "Our long-term goals remain the same - driving 20 to 25 percent both top and bottom-line revenue as a company, which defines us as a growth company," he explained. "Near-term, our sales have continued to be driven by Apparel and Direct-to-Consumer, which grew 31 and 62 percent, respectively, in 2011." He added that Under Armour has been focused on other growth initiatives, including investments made in Footwear and International, which the company believes will be lucrative categories moving forward.

Plank also stated that Women's Apparel growth will continue to be an area of emphasis, as Under Armour remains committed to the goal of making the Women's side a larger part of their business than Men's Apparel in the future. "Women's Apparel, when we first went public, was less than 15 percent of our total business. Today, it's nearly 30 percent of our business," he said. Plank went on to say that Footwear growth is also important, as the company hopes to "someday have Footwear be larger than our Apparel business, which is a big statement in and of itself."

Under Armour remains committed to advancing its position in the \$26 billion U.S. footwear retail market. "When we talk about footwear, we see this as a huge opportunity for our brand," Plank said. "Similar to apparel, we started in footwear as an authentic on-field brand focusing on the athlete and building equity, and we've been doing this for a

long period of time, since 2006 when we launched our first football cleat.” He added that cleats for football, baseball, and soccer will comprise Under Armour’s core product offerings, and that the company will expand its position in basketball and running shoes. The Highlight football cleat will be at the forefront of the company’s position in the footwear market. Plank said that the cleats have been selling out online – selling out in less than 2 hours the first time they were offered, bought mostly by first-time buyers in 43 states - and will be available in stores later this month.

New products were also previewed at the meeting. Plank highlighted several new product lines and technologies, including the Coldblack line, Charged and Storm Cotton apparel, and the Women’s Perfect Pant and Women’s Armour Bra. The Coldblack line of apparel, which has been available at retail for a little more than two weeks, features a technology designed to reflect infrared radiation and keep athletes cool in the sun. Charged Cotton t-shirts and apparel dry faster than standard cotton thanks to unique materials and construction, while the Storm Cotton hoody and pant help athletes stay dry by repelling water. The Armour Bra is a highly-anticipated item in the Women’s category which the company is excited about, as Under Armour enlisted the help of athletes and researchers to develop a sports bra sensitive to the individual needs and fit of female athletes.

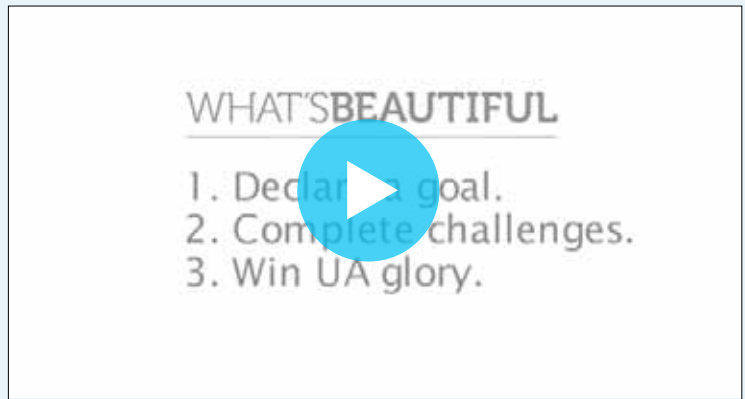
The company plans to grow its Direct-to-Consumer business as well. “We’re still very narrowly-distributed as a brand, particularly as you look at us versus some of our competitors,” explained Plank. “We’re doing a better job of focusing on ways that we can reach our consumer.” He stated that 27 percent of business in 2011 was Direct-to-Consumer, up from 23 percent in 2010 and 18 percent in 2009. This past year, the company’s largest account was its own retail business. Under Armour estimates that the channel will comprise about 30 percent of its total business by 2013.

Plank emphasized the importance of Under Armour’s International business, calling it a “foundation-builder.” He touted the recent hiring of Karl Heinz “Charlie” Maurath as president of Under Armour International as an important step towards expanding the company’s global presence. Maurath, who had previously spent 20 years at Adidas, will assume his new position in September. “We’re bringing in professionals, and these are professionals who are attracted to the brand, and attracted to the story that we have, and the ability we have to put it together,” said Plank. He pointed out the nearly 40 percent growth in Japan in 2011 and its closing in on U.S. \$150 million at wholesale, a success which the company can emulate in other areas of the world. Under Armour will also expand its retail presence in China, as its first retail store has been successful, while two more stores opened in May.

Before giving way to Under Armour CFO Brad Dickerson, who provided a financial update and earnings results, Plank concluded his remarks by stressing Under Armour’s priority of maintaining a strong relationship with the Baltimore community by upgrading the local plant and investing in local charitable initiatives. Said Plank, “It’s important to us that this is our home, and just like our mantra says, it is our job to protect this house.” ■

## UNDER ARMOUR "WHAT'S BEAUTIFUL" COMPETITION USES SOCIAL MEDIA TO CHALLENGE WOMEN

By Thomas J. Ryan



### TAKE A CLOSER LOOK

Just click on the video icon to see more of the Under ArmourWhat's Beautiful competition

Under Armour unveiled its new “What’s Beautiful” digital experience and competition, the brand’s largest female-focused challenge to-date. The social media contest provides women with a motivational online community designed to help them meet and exceed their physical goals through a series of training challenges. One of three women who rise to the top of the “What’s Beautiful” challenge will receive a one-year sponsorship deal with Under Armour.

The “What’s Beautiful” contest will be hosted on the microsite [whatsbeautiful.ua.com](http://whatsbeautiful.ua.com) and a mobile app. The experience will be featured in :30 and :60 digital spots, online media, and across Under Armour Women’s social media channels. Through the microsite, women will be encouraged to declare a goal that challenges their personal fitness and athletic aspirations and post proof of their progress in the form of videos, photos, and diary entries. Under Armour will advance each woman’s personal goal by testing participants with 19 challenges and providing competitors with special motivational content from guest trainers, shout outs from Under Armour athletes, gear giveaways, and the latest news from Under Armour on the “What’s Beautiful” community homepage.

“Women should be the ones to tell society what it means to be a female athlete and beautiful,” said Adrienne Lofton Shaw, senior director, women’s marketing, Under Armour. “The ‘What’s Beautiful’ experience offers a platform, community, and competition for our female fans to redefine the word ‘beauty’ by showcasing, honoring, and celebrating their hard work.”

After nine weeks, Under Armour will nominate ten finalists based on the strength, drive, and determination highlighted in their stories and original content submissions to be featured on the “What’s Beautiful” homepage and mobile app. Ultimately, three winners will be named – two by Under Armour selection and one by public vote.

The winner of the one-year “sponsorship” deal will gain access to special events, training with Under Armour celebrity trainers, gear for a year featuring the latest Under Armour products, nutritionist consultation and support, and inclusion in Under Armour Women’s marketing efforts. The remaining finalists will earn an ongoing spot on the Under Armour Women’s Ambassador Team. They will receive \$1,000 worth of the latest in Under Armour gear and serve as part of Under Armour’s elite advisory group, providing feedback on key products and helping define the face of the Under Armour Women’s brand.





Good Sports donation of softball uniforms to Massachusetts high school softball program



David Ortiz, swinging for the fences in a charity wiffle ball game to support Good Sports

# GOOD INTENTIONS

Good Sports Gives Back To Young Athletes In Need

By Fernando J. Delgado

During tough economic times, it has become increasingly difficult for schools to fund their athletic programs and for children and their families to afford pricey athletic equipment. However, a charitable organization connecting the sporting goods industry to young athletes in need is working to overcome financial hardships. Representing the true spirit of giving back to the community, Good Sports is aptly-named.

Good Sports is a non-profit organization

based in Massachusetts that provides athletic equipment to disadvantaged young people in an effort to promote healthy, active lifestyles. The organization features two main charitable initiatives: the Youth Sports and Fitness Program and the Community Health Program. As part of its Youth Sports and Fitness Program, Good Sports takes sports equipment, footwear, and apparel donated by sporting goods companies and distributes

the items to community organizations serving disadvantaged youths aged 5 to 18. For the Community Health Program, Good Sports partners with community health centers to provide fitness equipment to children being treated in diabetes or obesity-related programs. Since its founding in 2003, it has donated equipment worth millions of dollars to more than 750 organizations, reaching hundreds of thousands of youths.





Melissa Harper, CEO of Good Sports

“We’re trying to ensure that kids who come from high-poverty, low-income backgrounds aren’t being closed out of the marketplace, because it’s become expensive for kids to participate in sports and fitness programs,” said Melissa Harper, CEO of Good Sports and one of its founding members. “And that extends from the budget cuts we’re seeing in PE in schools all the way through to user fees for school sports and after-school recreational programs. Increasingly, there are costs associated with playing. For kids from low-income backgrounds, it’s become harder and harder to address.”

The founders of Good Sports originally set out to find a way to get used, surplus, and donated sports equipment to those who needed it. Since then, the organization has developed strong relationships with sporting goods companies, while also looking further into the plight of young people who cannot afford to play certain sports. “What we did is look at the market and ask ‘What’s driving up those costs?’ and ‘What are some of the big barriers that these programs are facing?’ And one of the big barriers is equipment,” stated Harper.

Harper went on to explain that oftentimes schools and organizations do not have enough equipment to provide to all the kids who want to play, that those organizations are forced to charge fees to secure the proper equipment, or that kids are being required to bring their own gear, which they may not always have the means to purchase. That’s where Good Sports steps in. “We partner with the sporting goods industry to get donated and deeply-discounted sports equipment, and then get that into the hands of kids that need it the most,” she added.

Good Sports receives applications from community organizations, schools, recreational programs, and grassroots sports and fitness programs from all across the country. It then evaluates the applicant organizations in an effort to help youths in need. “We really try



Olympic Gold Medalist, Kristine Lilly, teaching skills to a local girls soccer club

to put the equipment where it’s going to have the greatest impact,” explained Harper. “So we’re looking for ways to increase the capacity of these organizations to get more kids playing.” In order to apply for an equipment grant, community organizations are asked to demonstrate how the equipment would help, whether it is to develop a new sports program, increase the number of participants in an existing program, decrease the cost of programs for youths and families, or enhance the experience of youth participants. “Fundamentally what we’re trying to accomplish is more feet on the field, more feet on the court – more kids participating,” said Harper.


The organization receives the most requests for equipment related to basketball, baseball, football, and soccer. However, Good Sports supports all sports played at the youth level in the U.S. According to Harper, lacrosse is the sport with the most increased demand for support, along with girls’ sports in general, particularly girls’ soccer, lacrosse, tennis, and swimming. “We’re seeing more and more of an effort by community organizations to get girls active,” she commented. Good Sports has also seen an increase in requests for fitness equipment, as a growing amount of schools, clubs, and organizations are emphasizing flexible physical activity programming.

Good Sports’ first charitable effort came in 2003 with a donation of 500 basketballs from Spalding. It was able to distribute the basketballs in the greater-Boston area, impacting 2,000 kids. Since then, Good Sports has grown substantially. In the nine years since its founding, the organization has donated over \$6 million dollars in equipment to more than 350,000 youths. Good Sports’ vision of charity continues to grow, as it has a stated goal of reaching 500,000 children by the end of 2014.

“The way that we’re looking at it is that we’re solving a problem for both the sporting goods industry, and a problem for the community,” said Harper. She explained that the organization helps sporting goods companies manage their charitable donations, making the complicated task of reaching kids across the country much simpler. “Rather than fielding calls from hundreds of organizations that each need 50 bats, for example, they can make one donation to Good Sports,” she stated. “We take all of the logistics and administration off of their plates. It makes their life easier to do one charitable donation, rather than many.”

Several prominent sporting goods companies and national foundations have partnered with Good Sports, helping it grow from an organization that aided only Boston-area youth to one that services all of Massachusetts, Rhode Island, Philadelphia, and Chicago. Partner sporting goods companies include Brine, Easton-Bell Sports, New Balance, Nike, Reebok, Schutt Sports, and the Spalding Corporation. Partner foundations such as The Coca-Cola Foundation, the Mark Wahlberg Youth Foundation, and the National Recreation Foundation, among others, also assist in the giving effort. ■

*Note: Individuals can make personal donations on Good Sports’ website at [goodsports.org/donate.shtml](http://goodsports.org/donate.shtml). The organization asks for donations as little as \$20 per child, and persons wishing to donate gifts can make payments via PayPal.*



# 2012 ATHLETIC DIRECTOR SURVEY PART I

**I**n conducting its annual survey of high school athletic directors *TEAM Business* has found a shifting landscape and priorities in the market. While surveys over the past few years have primarily surfaced angst over annual budget cuts and how to deal with them, the 2012 survey conducted in March this year also focused on the impact of regulations that are having a material effect on budgets. Newly established regulations and specifications on uniforms, protective gear and other sports products have created a quasi-Sarbanes-Oxley Act (the 2002 law created by Congress to regulate public company reporting practices) headache for the team sports business. Vendors, team dealers, roadmen and schools now seem to need their own teams of lawyers and accountants to keep the rules and regulations straight.

For 2012, *TEAM Business* partnered with the SOS Research division of The SportsOneSource Group and Sports Marketing Surveys

to produce an annual study that provides updated insight into the thinking behind the scenes at high schools around the country. Athletic directors from across the U.S. were surveyed over the Internet in March 2012. More than 260 athletic directors from 42 states responded to the e-mail survey questionnaire.

This issue of *TEAM Business* presents *Part I* of a two-part series, touching on key take-aways from the 2012 survey and comparisons the 2010 survey published in the April/May 2010 issue of *TEAM Business*.

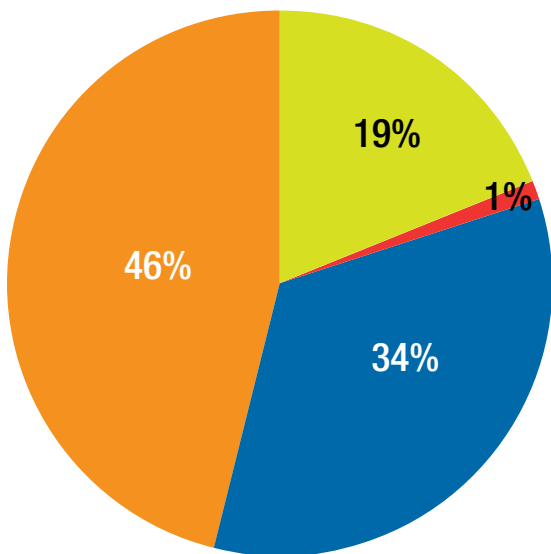
While the 2012 survey focuses on many of the same questions about budgets, pay-to-play and other issues, a series of new questions were added to measure thoughts on how increased regulations were impacting schools. Much of that discussion, along with how the team dealer relationship is perceived, will be presented in *Part II* of the AD Study coverage in the June/July issue of *TEAM Business*.



# SCHOOL BUDGETS



## HOW DO EQUIPMENT RULE CHANGES BY THE NFHS EFFECT YOUR BUDGETS ANNUALLY?



- A GREAT DEAL
- ABOUT THE SAME
- NOT MUCH
- DON'T FOLLOW NFHS RULES

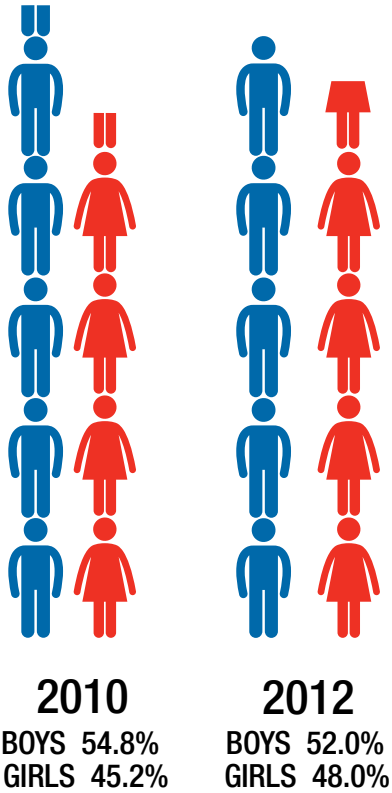
**A**thletic directors are getting hit from all sides these days as they deal with an increasing number of rules and regulation changes that can affect everything from softball bats and football helmets purchased to the turnover rate on uniforms. Increased participation by parents in the conversation about injuries and prevention are also driving buying decisions. All this comes as school budgets continue to decrease. Any cuts that may have been offset or deferred by federal stimulus dollars during the early part of the latest recession are now a sore subject as the stimulus money dries up.

However, the survey conducted this year does indicate some increased feeling of stability among athletic directors versus the 2010 results.

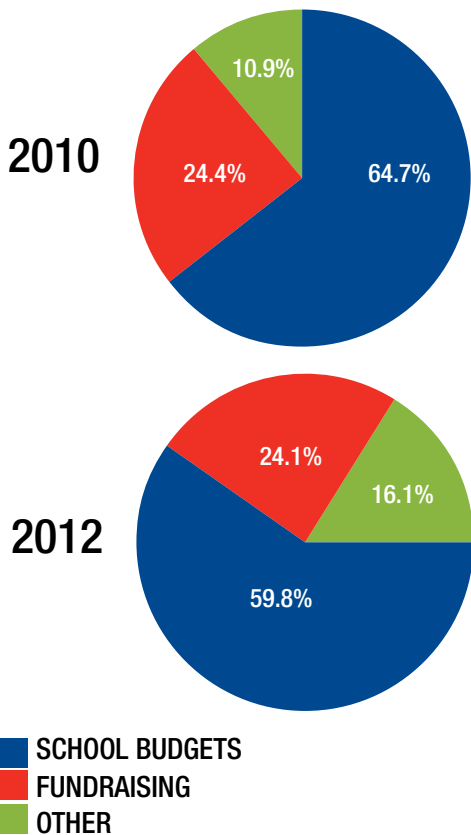
For 2012, 57 percent of athletic directors are anticipating school budgets will remain the same versus just 44 percent that felt that way in 2010. On an even more positive note, 12 percent of the ADs surveyed this year anticipated a budget increase this year compared to just 7 percent that forecasted an increase in 2010. Conversely, 31 percent of the ADs are anticipating a decrease in their budgets for the 2012/13 school year, which is a clear improvement from the 49 percent that expected a decrease in 2010 (and the 44 percent who saw an actual decrease in the 2009/10 school year). The high percentage of negative forecasts was driven primarily by ADs managing public school programs. Only 9 percent of private school athletic directors are anticipating a budget decrease for the coming year.

Decreased budgets led to 12 percent of public schools reducing program offerings in 2011/12. The most affected sports were volleyball (4.9 percent) and lacrosse (4.4 percent) for men and golf (4.2 percent) and field hockey (3.7 percent) for women. Private schools reported no reductions in programs in 2011. Some of the affected programs were a surprise as strong participation growth numbers appear to contradict the reasoning. However, much of the growth in sports like lacrosse are coming from club programs and schools may find it easier to eliminate programs with perceived high liability that are supported outside of the school.

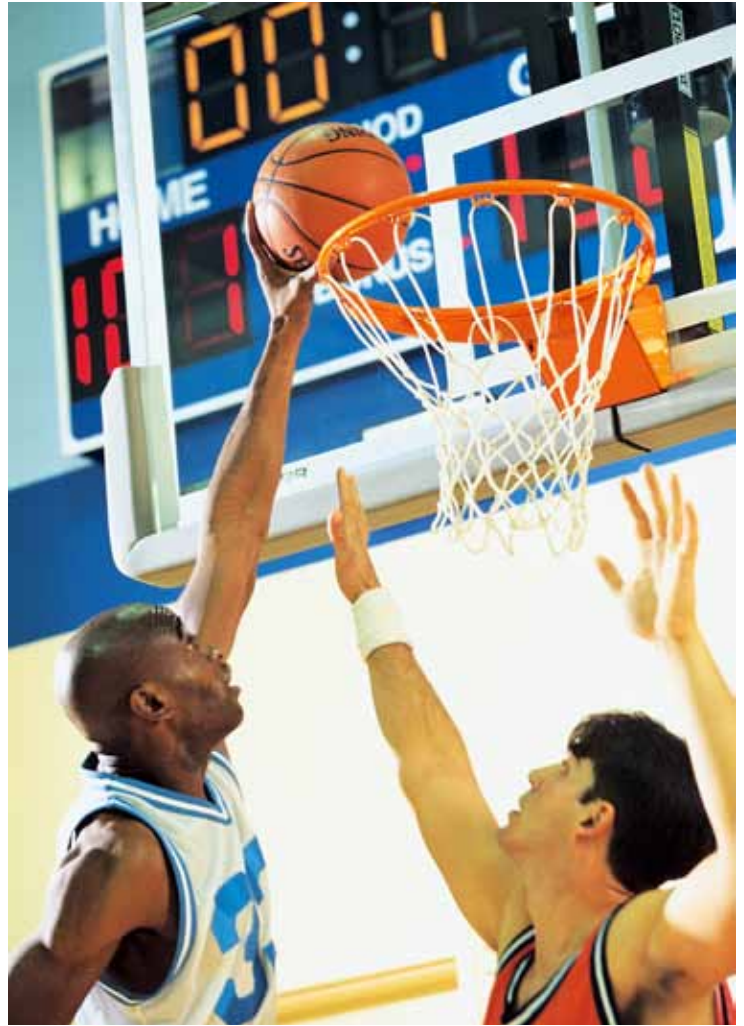
**BUDGET SPENDING BY GENDER**  
2011/12 SCHOOL YEAR VS  
2009/10 SCHOOL YEAR



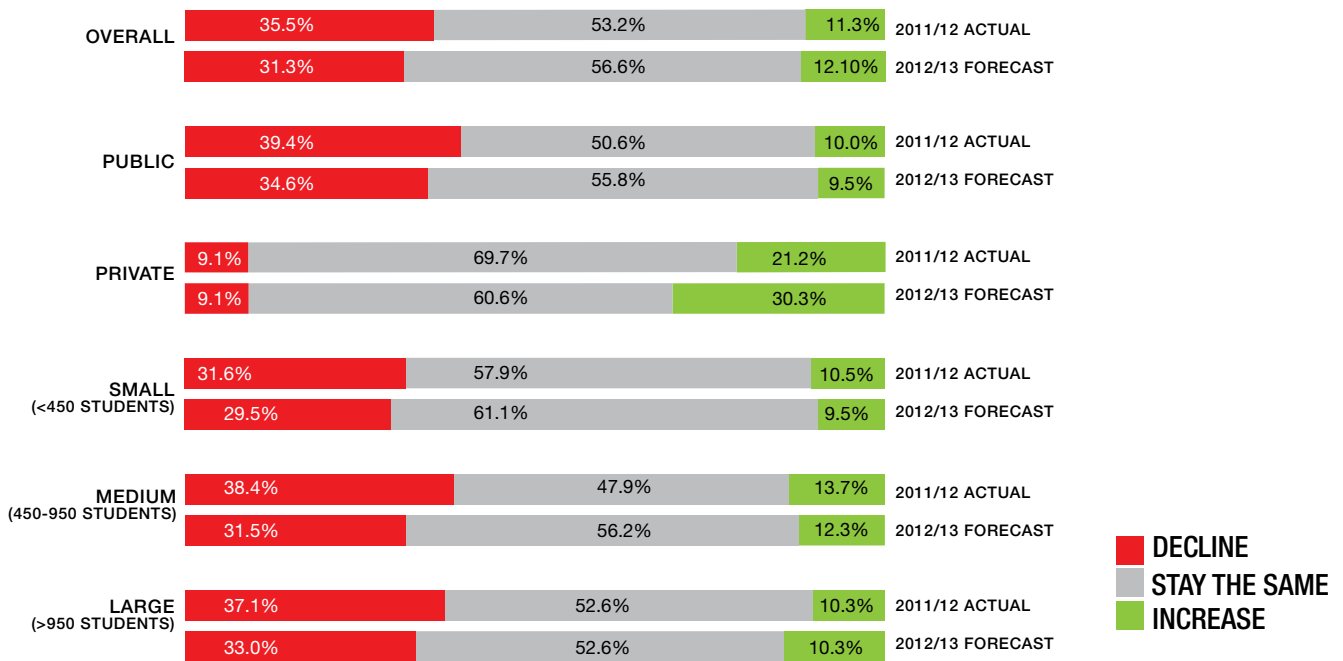
**SOURCES OF ATHLETIC BUDGET**  
2011/12 SCHOOL YEAR VS  
2009/10 SCHOOL YEAR



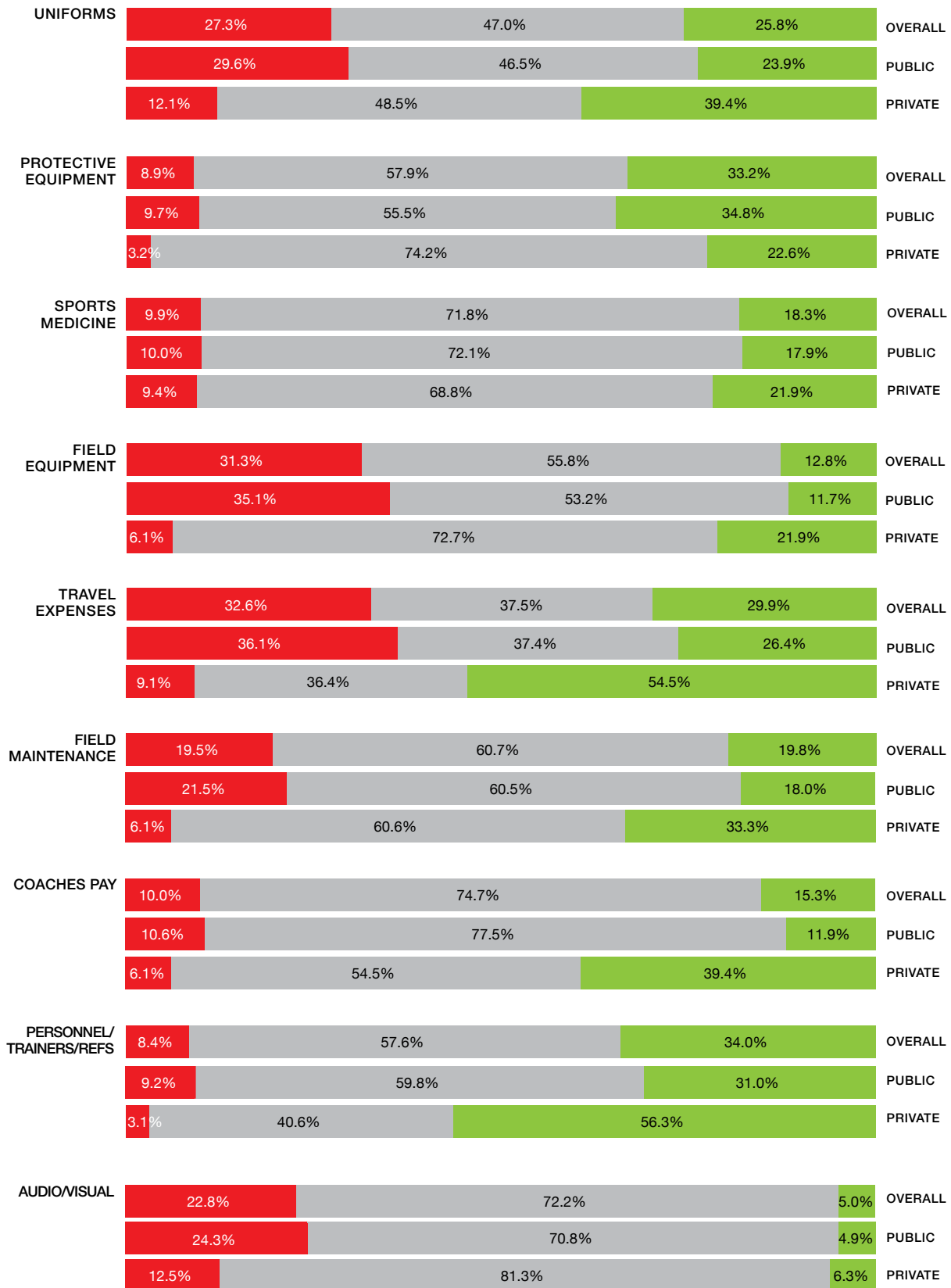




## ATHLETIC BUDGET CHANGES 2012/13 SCHOOL YEAR FORECAST VS 2011/12 SCHOOL YEAR ACTUAL



## BUDGET CHANGE BY CATEGORY 2011/12 SCHOOL YEAR



■ DECLINE

■ STAY THE SAME

■ INCREASE



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# BOOSTER CLUBS

**B**ooster clubs continue to have an expanding influence on overall athletic budgets as schools look to offset budget declines with school budgets. Fundraising represented over 24 percent of the total athletic budgets for the athletic directors surveyed, about even with the 2010 survey. However, more schools are relying on booster clubs. In this year's survey, nearly 56 percent of public school ADs indicated that they had support from a booster club compared to over 49 percent that indicated similar support in the 2010 survey. Even the private schools saw an increase in booster club support, growing from 50.0 percent of schools in the 2010 survey to just over 53 percent in this year's report.

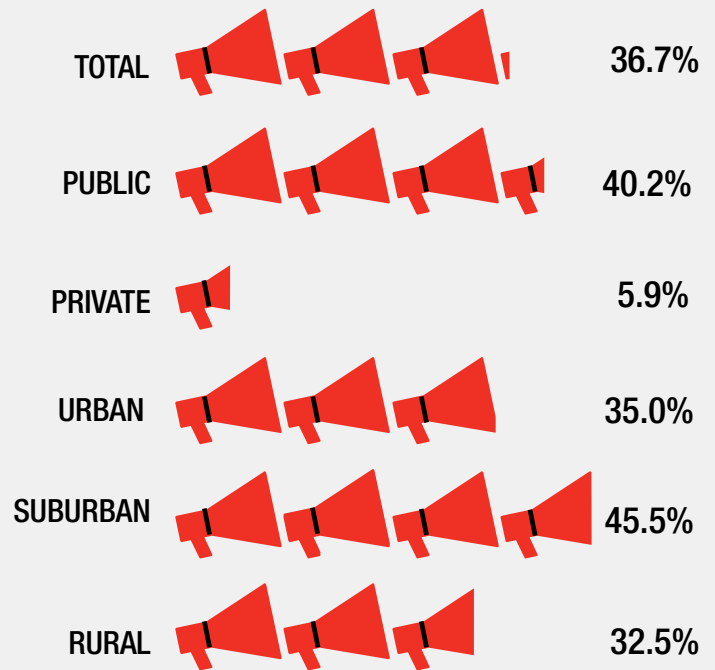


## WILL YOU ASK BOOSTER CLUBS FOR MORE SUPPORT IN 2012-2013?

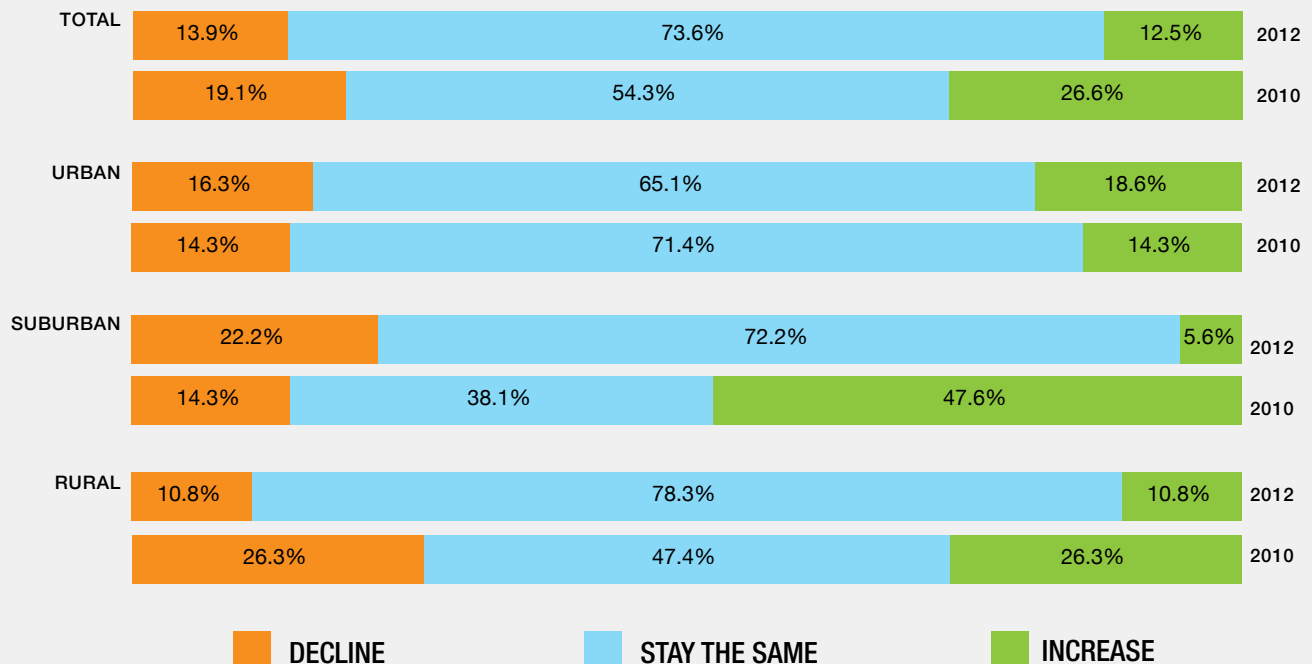
Of the athletic directors that indicated that booster clubs supported their programs, 37 percent said they would ask the boosters to provide additional support in the coming school year, but nearly 74 percent expected that funding from the clubs would remain the same. It appears that public schools are anticipating the biggest need once again, with 40 percent of those public school ADs responding to the survey indicating that they would be looking for additional support in the 2012/13 school year, while only 6 percent of private school ADs indicated they would be looking for more support from the clubs.

Of the public school ADs, 12 percent expected to see an increase in funding support next year and 13 percent expected to see a decrease. On the private school side, 12 percent expected to see an increase in booster club support for the 2012/13 school year but nearly twice that percentage expected the support from booster clubs to decrease next year.

Based on school size, the larger schools appeared to be less dependent on boosters, with 49 percent of schools with enrollment in excess of 950 students indicating they had booster support while about 60 percent of smaller schools were reliant on the booster clubs. However, the larger schools were more likely to expect an increase in funding from booster clubs this next year.



## ESTIMATED BOOSTER CLUB DONATION CHANGE FOR COMING YEAR



# PAY TO PLAY

The 2012 Athletic Director Survey respondents indicated that “Other Sources” of funding represented 16 percent of their total budget in the 2011/12 school year, up considerably from less than 11 percent two years ago. Much of that increase came from so-called Pay-to-Play that require students to contribute at the individual sport level.

The growth in these programs in just two years has been dramatic. Nearly 44 percent of the athletic directors surveyed this year indicated that they currently had, or were planning to institute, a Pay-to-Play program. That percentage is up nearly 20 percentage points compared to the 2010 survey when nearly 26 percent indicated that they had, or would have, a Pay-to-Play program in place.

The student athlete is not always left holding the bag on these programs. Eighty-eight percent of athletic directors surveyed said that there were ways to subsidize the Pay-to-Play costs if the student athlete could not afford to pay the costs. Not surprisingly, less than 10 percent of private schools offered subsidies while 78 percent of public schools provided subsidies.

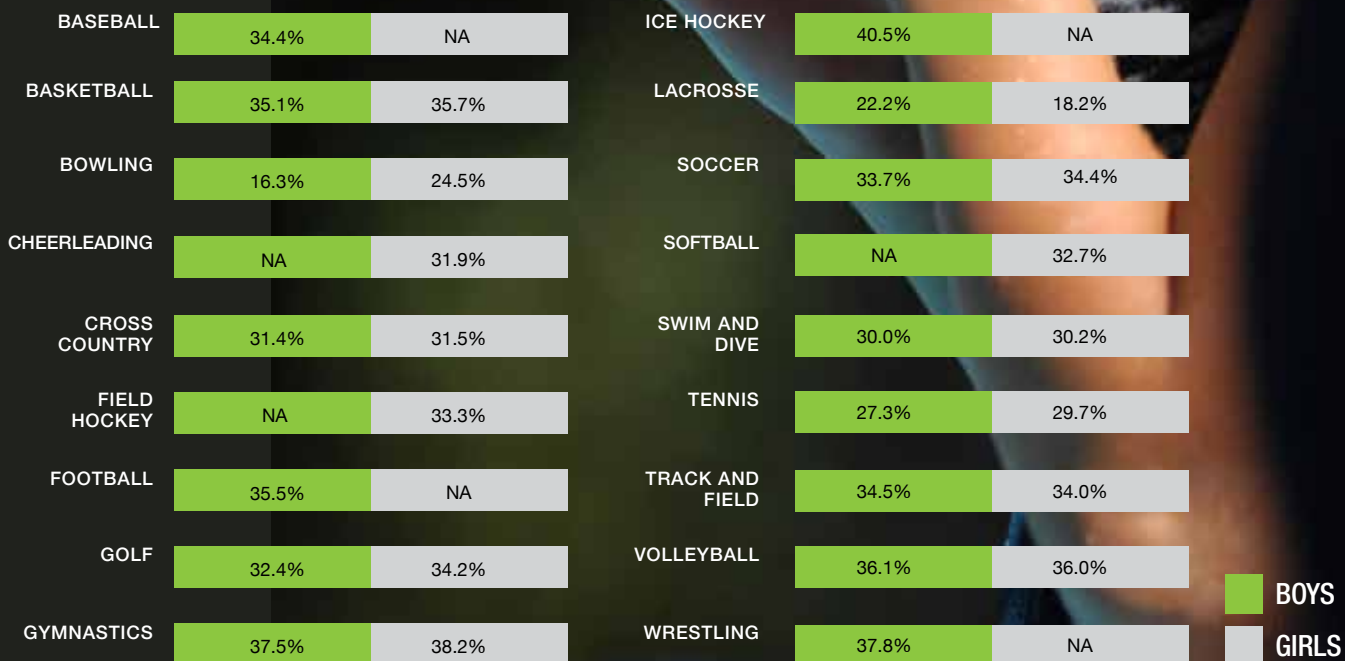
Lacrosse was the most expensive sport to play for students in Pay-to-Play programs, with boys paying an average of \$176 to participate and girls paying an average of \$155 to play.

Boys Ice Hockey had the highest percentage of schools requiring Pay-to-Play if the sport was offered, with nearly 41 percent of those schools requiring contributions from the student athlete.

Survey results found 36 percent of schools with football had a Pay-to-Play program in place for the sport, with the average cost at \$102 per student athlete.

As a follow-up question in the survey, the ADs were asked if they expected to see a decline in multi-sport participation by student athletes. Only 28 percent felt they would see a drop-off in participation among those athletes.

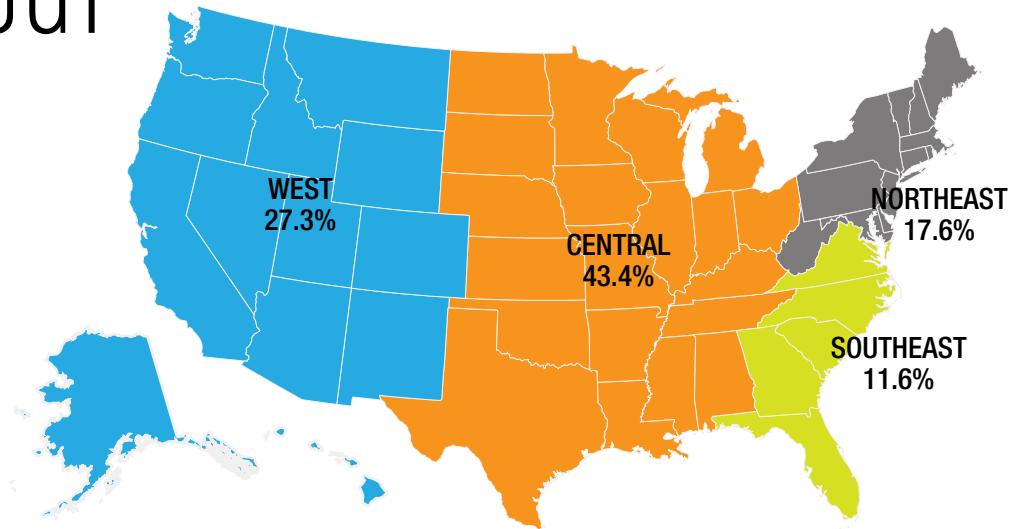
## WHICH SPORTS HAVE SCHOOLS IMPLEMENTED “PAY-TO-PLAY” PROGRAMS?



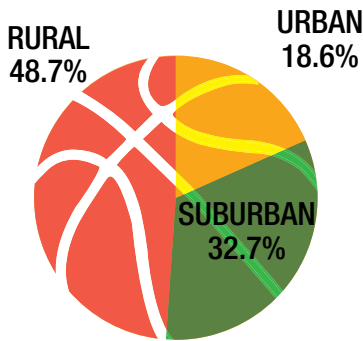


# METHODOLOGY & DEMOS

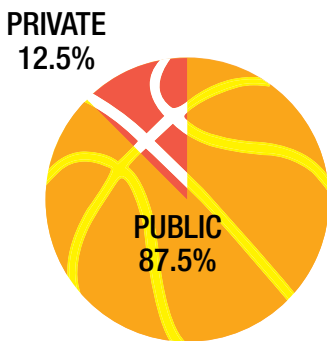
## IN WHAT STATE IS YOUR SCHOOL LOCATED?



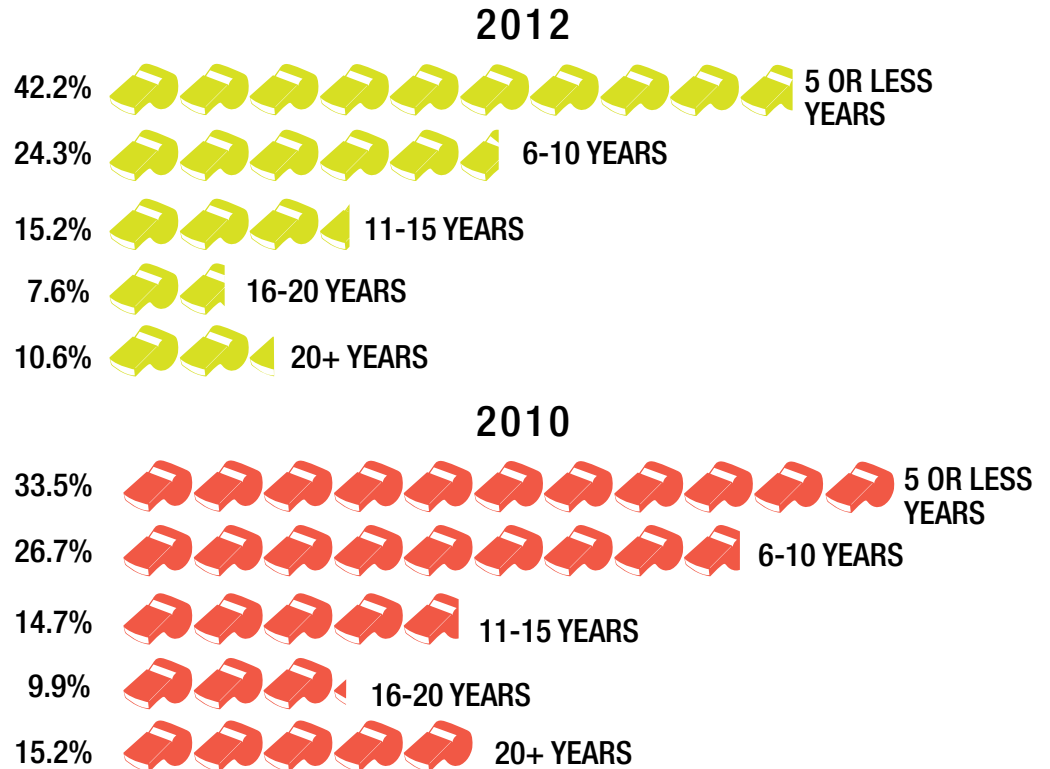
## IS YOUR SCHOOL CONSIDERED URBAN, SUBURBAN OR RURAL?



## IS YOUR SCHOOL PUBLIC OR PRIVATE?



## HOW MANY YEARS HAVE YOU BEEN AN ATHLETIC DIRECTOR?



Each year, *TEAM Business* assesses the issues facing athletic directors and coaches as they strive to do more with less and with more influences and oversight on their budgetary decisions.

The 2012 study was compiled by SOS Research, a division of The SportsOneSource Group, in partnership with Sports Marketing Surveys. The survey was conducted in March 2012. Survey invitations were sent out via e-mail to a sample of high school athletic directors from across the U.S. Over 275 athletic directors from 41 states completed the survey, giving the survey a response rate slightly under 2 percent which is acceptable for a survey of this length. Each survey,

conducted exclusively through the Internet, was estimated to take 15 to 20 minutes to complete. The response rate gives a confidence interval range between 2.6 percent and 6.0 percent at the 95 percent confidence level.

The mix of schools was 87.5 percent public and 12.5 percent private with a relatively equal mix of annual budgets of less than \$10,000 to more than \$75,000. Urban schools comprised 18.6 percent of the survey sample and suburban schools represented 32.7 percent of the total. Athletic directors representing rural schools made up the 48.7 percent balance of respondents. ■



# EDUCATION & KEYNOTE SPEAKERS

HIGHLIGHT THE NSGA MANAGEMENT CONFERENCE & TEAM DEALER SUMMIT

By Fernando J. Delgado

More than 300 movers and shakers from the sporting goods industry gathered recently at the 48th Annual NSGA Management Conference & 14th Annual Team Dealer Summit in San Antonio, TX, taking the pulse of the team market and networking with fellow attendees. Brand representatives, team dealers, executives, and other members of the sporting goods industry took advantage of educational sessions, high-profile speakers, and social functions at the Westin La Cantera Resort from May 6-9. The event was bookended by two awards ceremonies recognizing leaders within the industry - the Inaugural All-Star Awards Luncheon and the Sporting Goods Industry Hall of Fame Dinner.

After a welcome address from NSGA President & CEO Matt Carlson and Conference Moderator Rusty Saunders, NBA Hall of Famer Bill Walton kicked off the packed schedule with an inspirational speech titled "Climbing Back to the Top of the Mountain – One More Time". Walton showcased his wry sense of humor in recounting amusing anecdotes from his days at UCLA playing under Coach John Wooden, as well as his NBA career and broadcasting experiences, while also speaking with a more serious tone as he shared his life's difficulties as a result of undergoing

dozens of complicated operations related to injuries he suffered while playing. He also discussed overcoming obstacles and doubters on his way to becoming a renowned broadcaster, relating the values he had fostered over the years to those in the audience, most of whom were part of successful sporting goods companies which were built through similar hard work and perseverance.

Other keynote speakers throughout the four-day conference included ESPN Executive Vice President of Sales & Marketing Sean Bratches, who offered a session on the evolution of ESPN's brand, New Balance Athletic Shoe, Inc. President & CEO Rob DeMartini, who discussed his company's role in American manufacturing, and FUBU founder and TV personality Daymond John, who presented his "Five Essential Rules Every Business Needs to be Successful" later the same day. John, who is a star on ABC's Shark Tank, shared his unique story of starting a brand with only \$40 and less than a dozen samples and winding up with a \$4 billion fashion empire. During his lively presentation, which incorporated a DJ playing hip-hop music to help tell his story, John repeatedly emphasized the impact and influence of the sporting goods industry on his original clothing line, and on

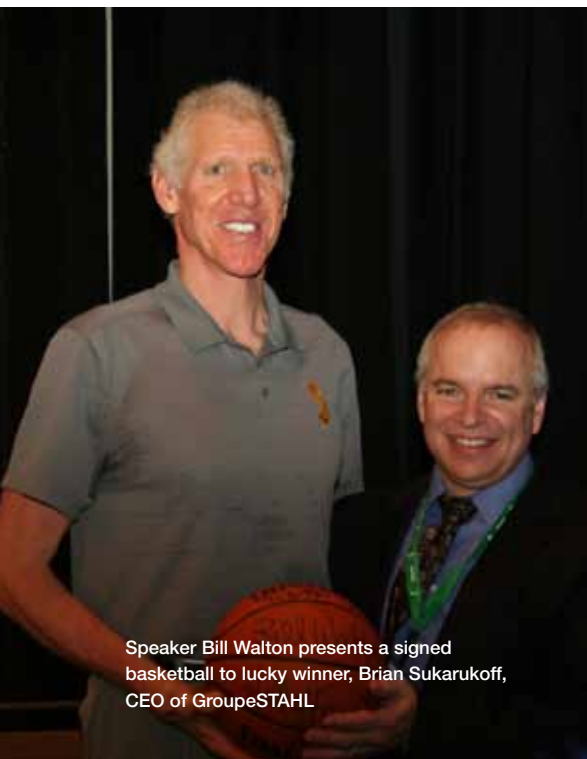




All-Star Award Winners: (L-R back row) Gary Barfield, Russell Athletic; Adam Blumenfeld, BSN Sports; Louis Talamantes, Buddy's All Stars (front row) Denise Corey, Fleet Feet; Robert Parish, Rawlings Sporting Goods

fashion as a whole. "Sportswear and sports retailers are the bloodline of fashion," said John. "You are the decision-makers."

The Inaugural All-Star Awards Luncheon, an event NSGA was excited to host for the first time, took place on May 7. BSN Sports, Fleet Feet Sports, Buddy's All-Stars, Russell Athletic, and Rawlings Sports Goods Co. were presented with awards in the categories of Community Collaboration, Midsize/Large Retailer/Team Dealer, Small/Midsize Retailer/Team Dealer, Vendor Partner, and Industry Catalyst,



Speaker Bill Walton presents a signed basketball to lucky winner, Brian Sukarukoff, CEO of GroupeSTAHL

respectively. "The All-Star Awards Luncheon was something that we thought went very well," shared Bruce Hammond, director of marketing & communications for NSGA. "Being able to recognize the five companies in the five categories that won this year was great. They were certainly deserving, and we're looking forward to continuing it next year."

Attendees were offered two distinct tracks throughout the conference and summit: the Conference Track and Dealer Track. The educational seminars and informational sessions were put together based on the requests of attendees gathered in post-conference evaluations from last year. The Conference Track featured Retail Workshops in the morning on May 7 which included topics dealing with improving vendor/retailer/dealer relationships, as well as developing leaders within a business. Michael Dart, author and senior partner at Kurt Salmon, analyzed profiles and case examples of leading companies to show how retailers are successful in reaching the consumer in his "The New Rules of Retail: Competing in the World's Toughest Marketplace" presentation later in the day. On May 8, Mark Sullivan of Formula4Media moderated a panel which included Al Meyers of PriceWaterhouseCoopers, LLP and Sam Poser of Stern Agee as part of "The Face of Retail in the Next Five Years" session, during which social media, smart phones, technological advances and the changing consumer were discussed. On the Dealer Track side, sessions dealing with collections (led by attorney Le Laurin, III), succession planning for business owners and their families (presented by author and President of Détente Financial Press Tom Deans), employee benefits, practices and technologies in decorating (a panel moderated by Johnny Shell of the Specialty Graphic Imaging Association), and social media were offered, among other topics.

With athletic budget cuts at high schools remaining an important issue affecting team dealers, a panel discussion led by The SportsOneSource's Group's CEO and Chief Market Analyst James Hartford, was one of the more well-received and informative sessions. Entitled "Then & Now: Comparing High School Athletic Directors' Sentiments



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in 2009 and Today” and part of the Dealer Track, the session saw Hartford share the results of the Team Business Athletic Director’s Survey before directing questions to a panel of athletic directors, coaches, and team dealer representatives. “We thought it was timely to do the panel again this year with NSGA,” said Hartford. “Sometimes things don’t change much from year-to-year, but we’ve seen so much change in the last three years in the marketplace, and in the relationship between team dealers and athletic directors and coaches, that we thought the timing was good for this presentation.”

Attendees shared their impressions of the event with *Team Business*, and the general consensus was positive. “The location was awesome and it was very relaxing,” said Phil Snyder, VP of team sales for Allentown, PA-based Schuylkill Valley Sports, who was a first-time conference attendee. “One of the greatest benefits was the networking that I experienced with so many peers, suppliers, and various people within the industry.” He added that he found a few of the sessions to be quite valuable, including the “Sales Negotiation: More is Better” seminar led by negotiation expert Ed Brodow, and Dartmouth College professor Sydney Finklestein’s “Why Good Leaders Make Bad Decisions” seminar. “All in all, would I go back? Absolutely, I would definitely go back,” Snyder concluded. “I think the conference is good for any executive level person – VP and up. It’s an excellent and worthwhile time.”

NSGA’s Hammond felt that the conference and summit was a success, as attendance exceeded 350 attendees, up about 10 percent from last year and nearly 20 percent from 2010. “We’re very happy with how the event went,” he said. “Attendance keeps rising, which is always a good thing. Throughout the event, attendees seemed to be enjoying themselves, and seemed to be getting a lot out of the educational sessions, which is a positive for us.” Hammond added that the only disappointing aspect of the conference was the weather, as rain forced the cancellation of the Official NSGA Golf Tournament on May 8. “The golf tournament rainout was not ideal, but what happened because of that were some good things,” he stated. “We had some increased attendance at our May 8 afternoon educational event with Sydney Finklestein, and our table tennis tournament had some good buzz surrounding it.”

Looking forward to next year’s conference and summit, NSGA hopes to maintain its momentum. “We’re looking to do what we always look to do at this event, which is to provide some excellent education and provide some great opportunities for networking for the industry,” explained Hammond. ■

*Note: The 49th Annual NSGA Management Conference & 15th Annual Team Dealer Summit is scheduled to take place May 5-8, 2013 at the PGA National Resort & Spa in Palm Beach Gardens, FL.*



(L-R) Jim Keen and Tom Keen (accepting on behalf of their father and grandfather respectively, Cliff Keen); Don Lucas, Luke’s Locker; Randy Ruch, Schuylkill Valley Sports; and Neil Stillwell, The Game



Hibbett Sports’ Senior Vice President of Store Operations, Cathy Pryor, connects with 2011 Sporting Goods Industry Hall of Fame inductee, Tom Raynor



Rob DeMartini, President & CEO of New Balance, speaking after his session with Rawlings President Robert Parish



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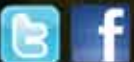
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### National Sales Manager

Director of Product Development serves as the lead merchant for Chaco's product line and head of the product creation process. As such, this person would assist with efforts to build the Chaco brand and achieve sales and gross margin goals through identifying unique market opportunities and building a product line architecture and product to capitalize on those opportunities. Primary responsibilities include strategic planning, line architecture creation, and product...



## Easton-Bell Sports

### Test Lab Technician

Easton-Bell Sports Helmet Technology Center is looking for someone to work in the lab testing helmets for team sports. The right candidate will either have direct experience with team sports helmet testing or testing of hard-goods products coupled with depth of knowledge (e.g. player/coach) within one of the following sports football, hockey, baseball, softball or lacrosse. The Test Technician will be primarily responsible for the testing of team sports helmets and will...



## Columbia Sportswear

### Footwear Sales Rep III – SC, NC, TN

The Footwear Sales Rep III is responsible for selling company products through retailers in assigned territory. As a member of the sales team, you will manage all sales functions for assigned territory's to ensure the business grows according to sales projections. This includes account financial planning, assortment planning, developing and implementing sales plans, coordinating special product showings, and working closely with customer service to resolve order issues...



## ZAMST

### Marketing Manager

ZAMST, a market leader in sports bracing/supports is looking for a Marketing Manager who can manage all aspects of our marketing/merchandising programs, and will embrace our brand, products, athletes and sports. The Marketing Manager will take the lead in developing and executing in numerous capacities such as; collateral creation, digital/social media...



## Big 5 Sporting Goods

### Athletic Footwear Buyer

Big 5 Sporting Goods is one of America's top retailers of name brand sporting goods and accessories, with more than 400 locations spread throughout 12 western states. This opportunity is based in the corporate office in El Segundo, CA. The successful candidate must reside in or be willing to move to the greater LA area. We provide a full-line product offering in a traditional sporting goods store format that averages approximately 11,000 square feet. Our product mix includes athletic shoes, apparel and accessories...



## SKINS

### Independent Sales Representative

SKINS North America is a Portland, OR based wholly-owned subsidiary of SKINS Int., Steinhausen, Switzerland. SKINS currently has outstanding opportunities available for Independent Reps with Sporting Goods and/or Specialty experience for the following states: MO, NE, KS, FL, NC, SC, S. VA, WI, MN, IL, OH, ND, SD, KY, W. PA and MI. Primary responsibilities include \* Own the sales and account relationships within the assigned territory \* Attend key regional trade shows...



## Superfeet Worldwide

### Sales Representative - NYC, Long Island, Hudson Valley, NY, and NJ

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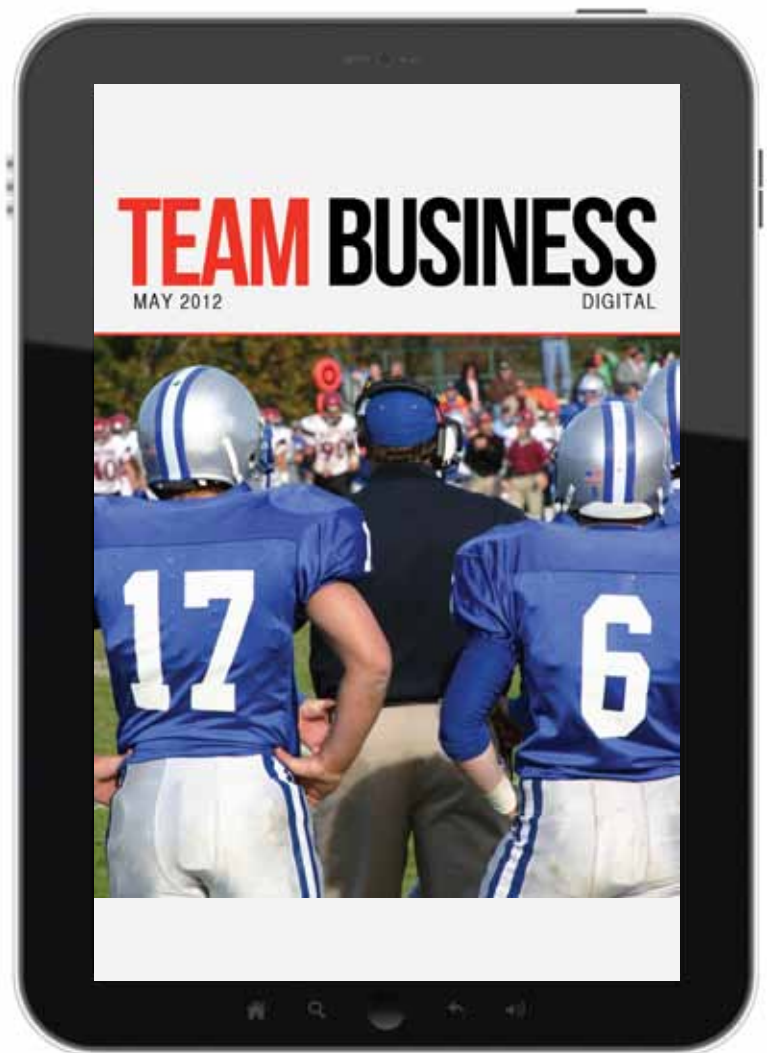


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