UNIVERSITY OF CENTRAL ARKANSAS
ACADEMIC ASSESSMENT PLAN

Requirements

1. *Submit with New Program Proposal*
    a. *Programs are encouraged to consult with the Office of University Assessment.*
    b. *Contact information assessment@uca.edu*
2. *Send copy of Assessment Plan to the Office of University Assessment, Wingo 215.*
3. *Update the Program Assessment Plan based upon EAPR or Accreditation Cycles.*

Basic Information

Program Name: **Graduate Certificate in Sport Marketing and Commerce**

College: **College of Health and Behavioral Sciences**

Department: **Exercise and Sport Science**

Program Level (check all that apply)

- ☐ Associate's
- ☐ Bachelor's
- ☐ Undergraduate Certificate
- ✓ **Master's**
- ☐ Doctoral
- ✓ **Graduate Certificate**

Date Plan Submitted:

College Dean & email: **Dr. Nancy B. Reese (Nancyr@uca.edu)**
College Curriculum Committee Chairperson & Email: **Melissa Allen (mallen@uca.edu)**
Department Chairperson & email: **Kim Eskola (keskola@uca.edu)**
Department Curriculum Committee Chairperson & email: **Adam Bruenger (abruenger@uca.edu)**

1. **Introduction** (identify college, unit, and degree programs)

- Graduate Certificate (GC) in Sport Marketing and Commerce (SMC)

    - GC in SMC Objectives
      The Department of Exercise and Sport Science provides the Graduate Certificate in Sport Marketing and Commerce (SMC) in a fully online format. This program ensures students stay updated with the latest trends in sport marketing and commerce while gaining a profound understanding of each topic. Consequently,

every student will acquire cutting-edge skills related to sports industry management, marketing, social media, events, and facility management.

- GC in SMC Description
  The Sport Marketing and Commerce (SMC) Certificate Program is a 12-credit-hour graduate program designed to provide flexible, specialized education in sport marketing and commerce. Courses are delivered online in an eight-week format, allowing students to balance academic study with professional responsibilities. The certificate may be completed concurrently with or independently of the M.A. in Sport Management. Students typically complete the program within 20 months, with an accelerated 12-month option available. Each course is offered annually. The curriculum emphasizes applied knowledge and competencies relevant to contemporary sport marketing and commerce practice.

2. Student Learning Outcomes (SLO)

- GC in SMC

  - **SLO 1: Integrated Marketing and Commerce**
    Students will analyze consumer behavior and apply integrated marketing, sales, social media, and event management strategies to develop data-driven and innovative solutions that enhance organizational effectiveness in the sport industry. **(a)** Consumer Analysis: Students will assess sport consumer behaviors using quantitative and qualitative data to identify market segments and trends. **(b)** Event and Facility Management: Students will design, manage, and evaluate sport events and facilities by applying theoretical and practical knowledge of operations, maintenance, sustainability, and security. **(c)** Social Media Strategy: Students will design and evaluate strategic social media communication campaigns by applying theoretical concepts, analytical skills, and practical tools of integrated marketing communication. **(d)** Sales and Relationship Management: Students will apply business-to-consumer and business-to-business sales strategies to develop professional selling skills and effective relationship management techniques.

3. Assessment Cycle

- The assessment schedule will be finalized in consultation with the Office of Assessment. The MASM program requires students to complete 30 graduate credit hours through a non-thesis course sequence spanning approximately 20 months. Students may also elect to complete an additional 12 graduate credit hours to earn a Graduate Certificate (GC) in Sport Marketing and Commerce concurrently with the MASM degree within the same 20-month period. Assessment will follow a three-year cycle.

4. Curriculum Map

- See Appendix A.

5. Assessment Methods and Measures (Formative and Summative recommended)

Identify Each Student Learning Outcome and Measurement Tool(s)	Identify the Benchmark	Total number of Students Observed	Data for each tool or rubric category	% of Students Meeting Expectations or Higher	Assessment Results: 1. Exceeds expectations 2. Meets expectations 3. Falls below expectation 4. Insufficient data	Indirect Student/ Course Evaluations
SLO 1: Integrated Marketing and Commerce Students will analyze consumer behavior and apply integrated marketing, sales, social media, and event management strategies to develop data-driven and innovative solutions that enhance organizational effectiveness in the sport industry.						
(a) Consumer Analysis: Students will assess sport consumer behaviors using quantitative and qualitative data to identify market segments and trends.						
Measurement SLO 1 (a): EXSS 5327 Sport Consumer Behavior – Sport consumer report	At least 80% of sport management students will demonstrate proficiency by scoring 70% or higher on the sport consumer report, a written paper analyzing sport consumer behavior.					
(b) Event and Facility Management: Students will design, manage, and evaluate sport events and facilities by applying theoretical and practical knowledge of operations, maintenance, sustainability, and security.						
Measurement SLO 1 (b): EXSS 5337: Sport Event and Facility Management – Sport event management plan	At least 80% of sport management students will demonstrate proficiency by scoring 70% or higher on the event management plan assignment, which requires designing a detailed plan for a sport event.					

(c) Social Media Strategy: Students will design and evaluate strategic social media communication campaigns by applying theoretical concepts, analytical skills, and practical tools of integrated marketing communication.						
Measurement SLO 1 (c): EXSS 5347 Social Media in Sport Marketing – Social media campaign assignment	At least 80% of sport management students will demonstrate proficiency by scoring 70% or higher on the social media campaign assignment, which requires developing and presenting a campaign for a sport organization.					
(d) Sales and Relationship Management: Students will apply business-to-consumer and business-to-business sales strategies to develop professional selling skills and effective relationship management techniques.						
Measurement SLO 1 (d): EXSS 5357 Sales Strategies in Sport Organizations – Applied sales project	At least 80% of sport management students will demonstrate proficiency by scoring 70% or higher on the applied sales project, which requires the development of a comprehensive sales plan for a sport organization.					

6. Data Collection and Review

- Data will be collected by each course instructor and reported to the Director of the MASM Program at the end of each academic year. The Director will compile and incorporate the student learning outcome data into the program assessment report.
- Data will be gathered primarily through course-embedded assessments and related materials, with assistance from the Office of Assessment when necessary.
- The 70% benchmark was established based on the average-to-above-average performance expectations of current students within the Department of Exercise and Sport Science.
- As students progress through the program, their skills, proficiency, and sport management knowledge are expected to develop accordingly. If students fail to meet established benchmarks, both faculty and the student(s) will engage in proactive intervention measures—such as meetings, virtual consultations, or referrals to university academic support services—to facilitate improvement.
- The Department Chair and/or the director will oversee the data collection process and ensure the integrity and accuracy of all submitted materials.

7. Participation in Assessment Process

- The faculty and the Department of Exercise and Sport Science are committed to implementing the assessment plan and collecting data annually on at least one Student Learning Outcome (SLO), in coordination with the Curriculum Committee.
- Specific roles and responsibilities:
    - Department Chair: Oversees the collection, review, and analysis of assessment data.
    - Program Director and/or Curriculum Committee: Reviews and interprets assessment results and, when appropriate, recommends actions for program improvement.
    - Department Chair, Program Director, and Faculty: Disseminate assessment findings, communicate improvement strategies, and consult with the Office of Assessment as needed to ensure alignment with institutional standards and support continuous program improvement.

8. Data Analysis

- Assessment data will be reviewed and discussed annually by the Program Director during Sport Management Program meetings and EXSS Leadership Council meetings.
- The Department Chair and/or designee, in consultation with the Office of Assessment as needed, will oversee the analysis and interpretation of assessment data.
- Assessment results will be evaluated in relation to established program goals. Both the results and goals will be reviewed annually to ensure the continued use of valid, meaningful, and appropriate outcome measures for continuous program improvement.

9. Plan for Using Assessment Results to Improve Program

- Assessment results will be used to evaluate the effectiveness of student learning and to guide continuous program improvement.
- The Program Director will review and analyze assessment data to identify trends, areas of strength, and opportunities for improvement.

- Historical benchmarking will be used to compare the performance of current students with that of previous cohorts.
- Throughout the assessment process, data and findings will be shared with the Department Chair for review and feedback.
- If fewer than 60% of students meet the established benchmarks in two consecutive assessments conducted over six years, Sport Management Program faculty and the Department Chair will convene to review the findings, consider potential curriculum revisions, and determine appropriate corrective actions.

10. What are the plans to evaluate students' post-graduate success?

- At the request of the Program Director, the Office of Institutional Research will administer an annual exit survey for graduating students to collect information regarding their immediate post-graduation plans.
- One year after graduation, the Program Director, in collaboration with the Office of Institutional Research, will conduct follow-up tracking of alumni through email and professional networking platforms (e.g., LinkedIn and Instagram) to gather information on employment status, career advancement, and professional achievements.

11. What are the plans to evaluate teaching effectiveness?

- The Department Chair will conduct an annual review of faculty performance, with particular attention to teaching effectiveness and instructional quality.
- Both peer evaluations and student course evaluations will be utilized to assess teaching effectiveness and to identify areas for professional growth and pedagogical improvement.

12. Appendices-Required….Curriculum Maps by Program, Assessment Tools (examples: Rubrics, Surveys, Tests, etc.), any other important materials/documentation

- See Appendices

13. Submit Assessment Plan

- Send completed form electronically to assessment@uca.edu

For questions or concerns please contact:
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Alyson McEntire 450-5086 amcentire@uca.edu

Appendix A. Curriculum Maps

- **GC in SMC**

  Fall
  EXSS 5327 Sport Consumer Behavior (3)
  EXSS 5347 Social Media in Sport Marketing (3)

  Spring
  EXSS 5337 Sport Event and Facility Management (3)
  EXSS 5357 Sales Strategies in Sport Organizations (3)

Appendix B. Course descriptions

- **GC in SMC**

  EXSS 5327 Sport Consumer Behavior
  This course will focus on the recognition of current issues related to sport fans within the sport marketing field. Students will gain an understanding of the importance of sport fan behavior as a consumer and recent sport marketing strategies as well as transferable skills necessary for the sport industry.

  EXSS 5337 Sport Event and Facility Management
  This course is designed to provide future sport facility managers with theoretical and practical knowledge in facility management. Students will learn event planning, sport facility operation, maintenance and sustainability, security management, and numerous issues confronting sport industry professionals and organizations today.

  EXSS 5347 Social Media in Sport Marketing
  This course is structured to introduce students to the field of strategic marketing communication with a broad focus on social media. Emphasis is placed on understanding concepts and elements of social media and integrated communications. Students will learn practical knowledge and analytical skills necessary to create, evaluate, and execute social media campaigns.

  EXSS 5357 Sales Strategies in Sport Organizations
  This course informs students about a variety of sales strategies in the sport industry. The course entails information on relationships both business-to-consumer and business-to-business that are pivotal in sales. Emphasis will be placed on students developing skills necessary for success in sport sales.

Appendix C. Assignment and Rubric

- **SLO1: (a) Consumer Analysis:** Students will assess sport consumer behaviors using quantitative and qualitative data to identify market segments and trends.

- **Measurement SLO1 (a):** EXSS 5327 Sport Consumer Behavior – Sport consumer report At least 80% of sport management students will demonstrate proficiency by scoring 70% or higher on the sport consumer report, a written paper analyzing sport consumer behavior.

- Sport Consumer Final Report in Syllabus
  Choose a sport organization and prepare a consumer behavior report. The report should identify consumer segmentation, motivations, and engagement strategies, and include your recommendations. Integrate theories learned during the course, incorporate research where possible, and present your analysis and recommendations in a professional format. Additional guidelines and evaluation criteria are provided in the assignment rubric.

- Sport Consumer Final Report Rubric

Criteria	Exemplary (90–100%)	Acceptable (70–89%)	Developing (Below 70%)
1. Understanding of Consumer Behavior Concepts	Demonstrates comprehensive understanding of consumer behavior theories and applies them accurately and insightfully to the selected sport organization.	Demonstrates adequate understanding of relevant theories and applies them appropriately to the sport organization; some explanations or applications need further development.	Demonstrates limited understanding of consumer behavior theories; application is unclear, inaccurate, or incomplete.
2. Consumer Segmentation and Motivation Analysis	Provides detailed segmentation using relevant demographic, psychographic, and behavioral variables; clearly explains consumer motivations and decision-making factors with supporting evidence.	Identifies meaningful consumer segments and explains key motivations and decision-making factors; some supporting details or justification need refinement.	Segmentation or motivation analysis is incomplete, unclear, or insufficiently supported.
3. Engagement Strategies and Recommendations	Proposes innovative, feasible engagement strategies supported by strong rationale, relevant theories, and data.	Provides relevant, feasible recommendations supported by reasonable evidence or reasoning; some connections to	Recommendations are vague, impractical, missing, or inadequately supported by

		theory or data need development.	theory or evidence.
4. Integration of Theory and Research	Synthesizes relevant course theories and research to support analysis; demonstrates critical thinking and clear connections between research findings and the selected organization.	Integrates relevant theories and research to support analysis; synthesis or connections to the selected organization need further development.	Uses little relevant theory or research, applies sources inaccurately, or provides description without meaningful analysis.
5. Organization, Clarity, and Professionalism	Presents a logically structured, professionally formatted report with clear, concise writing and minimal grammatical or formatting errors.	Presents an organized, understandable report; writing or formatting needs some refinement but does not impede overall understanding.	Poor organization, unclear writing, or frequent grammatical and formatting errors impede understanding.
6. Use of Evidence and Data	Uses credible, relevant, and current quantitative and qualitative evidence to support claims, identify consumer patterns, and justify conclusions; accurately cites sources.	Uses sufficient credible evidence to support key claims and conclusions; data interpretation, source selection, or citations need some refinement.	Relies on limited or weak evidence; key claims are unsupported, data are misinterpreted, or sources are inadequately cited.

- **SLO1: (b) Event and Facility Management:** Students will design, manage, and evaluate sport events and facilities by applying theoretical and practical knowledge of operations, maintenance, sustainability, and security.

- **Measurement SLO1 (b):** EXSS 5337: Sport Event and Facility Management – Sport event management plan
  At least 80% of sport management students will demonstrate proficiency by scoring 70% or higher on the event management plan assignment, which requires designing a detailed plan for a sport event.

- Sport Event Management Plan in Syllabus
  Students will develop a comprehensive management plan for a selected sport event by applying course concepts and best practices in event and facility management. The plan should include event goals and objectives, facility selection and layout, budgeting,

staffing, scheduling, marketing, event operations, facility maintenance, sustainability, safety and security, and risk management. Detailed instructions and grading criteria will be available on Brightspace. All materials must be submitted through Brightspace by the posted deadline.

- Sport Event Management Plan Rubric

Criteria	Exemplary (90–100%)	Acceptable (70–89%)	Developing (Below 70%)
1. Event Purpose, Objectives, and Marketing	Presents a clear event purpose, measurable objectives, and a well-supported marketing strategy tailored to the target audience and organizational goals.	Identifies a reasonable event purpose, measurable objectives, and an appropriate marketing strategy; some supporting details or connections need refinement.	Event purpose or objectives are unclear; target audience and marketing strategies are incomplete or poorly aligned.
2. Facility Management and Sustainability	Justifies facility selection and provides a detailed layout addressing capacity, accessibility, and traffic flow; establishes clear maintenance procedures and practical, measurable sustainability strategies.	Selects a suitable facility and provides a functional layout; addresses essential accessibility, maintenance, and sustainability needs, although some implementation details need clarification.	Facility selection or layout is inadequate; accessibility, maintenance, or sustainability plans contain substantial gaps.
3. Budgeting, Staffing, and Event Operations	Provides a realistic, well-supported budget with contingency provisions; presents a detailed operational plan with clear staffing roles, training, schedules, communication procedures, and coordinated logistics.	Provides a workable budget and operational plan covering essential revenues, expenses, staffing, schedules, communication, and logistics; some assumptions or responsibilities need clarification.	Budget or operational plans are incomplete or unrealistic; major financial, staffing, scheduling, or logistical needs are inadequately addressed.
4. Safety, Security, and Risk Management	Systematically identifies and prioritizes risks; establishes detailed prevention, security, emergency response, medical support, and evacuation procedures with clearly assigned responsibilities.	Identifies major risks and provides appropriate safety, security, and emergency response procedures; essential responsibilities are defined, although some coordination details need refinement.	Overlooks major risks or provides inadequate safety, security, or emergency response procedures; responsibilities are unclear or missing.
5. Evaluation, Application of Course Concepts, and Professionalism	Provides an evaluation plan linking event objectives to measurable indicators, data sources, and future improvements; accurately integrates course concepts and credible evidence in a	Provides basic evaluation measures linked to event objectives; applies relevant course concepts and supporting evidence in an organized, understandable plan, although evaluation	Evaluation methods are unclear or insufficient; course concepts are inaccurately applied, decisions lack supporting

	cohesive, professionally written and referenced plan.	details, writing, or citations need refinement.	evidence, or writing and organization impede understanding.

- **SLO1: (c) Social Media Strategy:** Students will design and evaluate strategic social media communication campaigns by applying theoretical concepts, analytical skills, and practical tools of integrated marketing communication.

- **Measurement SLO1 (c):** EXSS 5347 Social Media in Sport Marketing – Social media campaign assignment
  At least 80% of sport management students will demonstrate proficiency by scoring 70% or higher on the social media campaign assignment, which requires developing and presenting a campaign for a sport organization.

- Social Media Campaign Assignment in Syllabus
  The Social Media Campaign Assignment requires students to develop and present a comprehensive social media campaign for a sport organization, team, athlete, event, or sport-related brand. Detailed instructions and grading criteria will be available on Brightspace. All materials must be submitted through Brightspace by the posted deadline.

- Social Media Campaign Assignment Rubric

Criteria	Exemplary (90–100%)	Acceptable (70–89%)	Developing (Below 70%)
1. Situational and Audience Analysis	Provides a thorough analysis of the organization's social media presence, competitors, and target audience using credible evidence; clearly connects findings to campaign decisions.	Provides an adequate analysis of the organization's social media presence, competitors, and target audience using relevant evidence; makes reasonable connections to campaign decisions, although some details need development.	Provides limited or unclear analysis of the organization, competitors, or audience; campaign decisions lack sufficient supporting evidence.
2. Campaign Goals and Objectives	Establishes specific, measurable, achievable, relevant, and time-bound objectives that clearly support organizational goals and respond to audience insights.	Establishes relevant, measurable objectives that generally align with organizational goals and audience needs; targets, timelines, or supporting rationale may need refinement.	Goals or objectives are unclear, difficult to measure, or poorly aligned with organizational

			goals and audience needs.
3. Strategic Integration and Application of Theory	Accurately applies relevant communication and marketing theories to justify strategy; clearly integrates social media with other marketing communication channels and maintains consistent messaging.	Applies relevant theoretical concepts appropriately and connects social media strategy to broader marketing communication efforts; some strategic connections or messaging details need clarification.	Applies theories inaccurately or superficially; integration with broader marketing communication efforts is unclear or incomplete.
4. Platform Selection and Content Development	Justifies platform choices using audience and platform insights; presents creative, polished sample content tailored to each platform, with consistent branding, clear calls to action, and attention to accessibility.	Selects suitable platforms and provides relevant sample content with generally consistent branding and clear calls to action; justification, platform adaptation, or accessibility may need refinement.	Platform choices are poorly justified; sample content is missing, underdeveloped, or poorly suited to the audience, platform, or brand.
5. Implementation and Community Engagement	Provides a detailed, feasible content calendar, timeline, resource allocation, and assignment of responsibilities; specifies practical tools and clear procedures for audience interaction, moderation, and responding to concerns.	Provides a workable content calendar, timeline, resources, and responsibilities; identifies appropriate tools and basic procedures for audience interaction and moderation, although some implementation details need clarification.	Implementation plans are incomplete or unrealistic; scheduling, resources, responsibilities, tools, or engagement procedures have substantial gaps.

- **SLO1: (d) Sales and Relationship Management:** Students will apply business-to-consumer and business-to-business sales strategies to develop professional selling skills and effective relationship management techniques.

- **Measurement SLO1 (d):** EXSS 5357 Sales Strategies in Sport Organizations – Applied sales project
  At least 80% of sport management students will demonstrate proficiency by scoring 70% or higher on the applied sales project, which requires the development of a comprehensive sales plan for a sport organization.

- Applied Sales Project in Syllabus
  Students will develop a comprehensive sales plan for a selected sport organization that aligns with organizational goals and applies course concepts and best practices. The plan should include a situational analysis, sales objectives, a target market and prospecting strategy, a ticketing revenue and promotional operations strategy, and an implementation and evaluation plan.

- Applied Sales Project Rubric

Criteria	Exemplary (90–100%)	Acceptable (70–89%)	Developing (Below 70%)
1. Situational Analysis and Sales Objectives	Thoroughly analyzes the sales environment, competitors, offerings, and customer needs using credible evidence and course concepts; establishes realistic, measurable, and time-bound sales objectives aligned with organizational goals.	Provides an adequate analysis supported by relevant evidence and course concepts; establishes appropriate, measurable sales objectives, although supporting details, targets, or timelines need refinement.	Analysis is incomplete or unsupported; course concepts are inaccurately applied, or sales objectives are unclear, unrealistic, or poorly aligned with organizational goals.
2. Target Markets, Prospecting, and Professional Selling	Clearly identifies business-to-consumer (B2C) and business-to-business (B2B) segments; develops detailed prospecting strategies and tailored selling approaches addressing customer needs, value propositions, objection handling, negotiation, and closing; includes effective sample scripts or sales materials.	Identifies relevant B2C and B2B segments and provides workable prospecting and selling approaches; addresses essential sales skills through sample scripts or materials, although tailoring or supporting details need refinement.	Target markets or prospecting strategies are unclear; selling approaches inadequately address B2C and B2B needs or demonstrate limited professional selling skills.
3. Ticketing Revenue and Promotional Operations	Develops a feasible strategy integrating ticket products, pricing, packages, sales channels, and promotional operations; supports revenue projections with clear assumptions and accurate calculations.	Provides appropriate ticketing and promotional strategies with reasonable revenue estimates; some assumptions, calculations, or operational details need clarification.	Ticketing or promotional strategies are incomplete or unrealistic; revenue projections are missing or inadequately supported.
4. Customer Relationship	Develops systematic B2C and B2B relationship	Provides practical customer tracking,	Relationship management

Management and Retention	strategies using customer relationship management (CRM) tools, personalized follow-up, service recovery, and renewal practices; clearly addresses ethical selling and customer data privacy.	follow-up, service, and retention strategies for both markets; identifies appropriate CRM practices and ethical safeguards, although some procedures need clarification.	strategies are limited or unclear; follow-up, retention, CRM practices, or ethical safeguards contain substantial gaps.
5. Implementation, Evaluation, and Professionalism	Provides a feasible timeline, clear responsibilities, and appropriate resources; links sales objectives to performance measures and corrective actions; presents a cohesive, professionally written plan with effective supporting materials and accurate citations.	Provides a workable implementation plan and relevant evaluation measures in an organized, understandable document; responsibilities, review procedures, writing, or citations need some refinement.	Implementation or evaluation procedures are incomplete or impractical; poor organization, unclear writing, or inadequate citations impede understanding.

Appendix D. Examples of student work (Measurement SLO 1 (a): EXSS 5327 Sport Consumer Behavior)

Exemplary Case: Grade 55/60

Sport Consumer Behavior Final Report: Lululemon

Introduction: Why Lululemon Was Selected

Lululemon Athletica has been chosen as a topic for this report, as it encompasses one of the most important and popular sport and lifestyle brands in the sport market. Unlike other sportswear brands, which are mostly defined by their performance-driven nature, Lululemon stands out as a brand that bridges different realms, including sport, lifestyle, community, and personal identity. Because of this brand's potency in building a loyal clientele, it has been chosen as a suitable topic for this study that explores theories of sport consumer behavior. This brand has an appeal that reaches beyond mere sportswear consumers. Instead, it encompasses individuals who are involved in yoga, running, college students, working individuals, as well as those who are not sportswear consumers but value high-quality lifestyle wear.

Furthermore, Lululemon operates in a rather saturated market of sport brands, where identity-building, lifestyle engagement, and community participation are major components of consumer choice. Very few sport brands have been successful in establishing a distinct culture that is identifiable to the point that consumers can be part of a particular lifestyle by merely sporting their products. This aspect of cultural studies has a direct bearing on various theories, including those described in this course, like the Psychological Continuum Model, Involvement Theory, and Motivation Theories. Innovations in technology, fabrics, store design, and fitness integration by Lululemon make it an even stronger company to examine for analysis of service quality, customer satisfaction, and strategies for sport consumer engagement. The company's luxurious branding and high-end pricing issues also involve consumer constraints, investment, and high expectations related to satisfaction and loyalty. Overall, this brand offers a very interesting setting for researching motivations, behaviors, constraints, and strategies for sport consumer engagement and, hence, a perfect company for a detailed report on sport consumer behavior.

Consumer Segmentation and Theoretical Alignment

Although Lululemon's consumers are diverse, there are identifiable patterns when it comes to demographics, psychographics, behaviors, and geography. These groupings relate to market opportunities and the conceptual application of theories of sport consumer behavior.

Demographic Segmentation

Traditionally, the major demographic group for Lululemon has been women between the ages of 18 and 44 years, especially from middle to upper income groups. The company has appealed to a great extent to Millennials and Gen Z, who value wellness, fitness, and fashionable clothes. However, in recent years, Lululemon has targeted men as well, which has resulted in a substantial increase in male engagement and sales. The major demographic group for Lululemon consumers is well-educated, interested in wellness, and has sufficient purchasing power.

Psychographic Segmentation

Psychographically, the customer base of Lululemon appreciates self-expression, personal improvement, and an active lifestyle. These customers are motivated by reasons pertaining to mindfulness, wellness, and community involvement. They often share an identity with communities like yoga, Pilates, running, or boutique fitness classes. Many also identify themselves with a lifestyle, where they also prefer brands that match the identity of their lifestyle-a product has to be functional but equally aesthetically pleasing and meaningful.

Behavioral Segmentation

From a behavioral perspective, consumers of Lululemon are known for their high degree of loyalty. Their fans are known to be heavy users of the product, watching launches, interacting with brand ambassadors, and taking part in community activities. Other consumers of Lululemon can be classified as heavy users since their clothes are used for exercising, working from home, and other activities. This trend indicates that being a sport participant and an ordinary person are practiced with a related parallel.

Geographic Segmentation

The stores are situated in areas with a fitness lifestyle, where boutique gyms, colleges, and upscale shopping districts are abundant. This would be targeting consumers that are already part of a lifestyle that would expose them to a fitness lifestyle and have access to all necessities needed to afford a high-end product.

Theoretical Alignment: PCM, Involvement Theory, and Identity

Psychological Continuum Model (PCM)

The PCM describes how consumers progress through stages of awareness, attraction, attachment, and allegiance. In many instances, Lululemon customers go through these stages in a very predictable manner. Awareness often occurs with social media exposure or exposure within fitness communities. Attraction builds via trial of apparel comfort and quality. Attachment occurs as the consumer identifies Lululemon with identity and routine. Long-term allegiance is demonstrated through loyalty, brand event participation, and strong preference over competitors. That the brand effectively leads customers through all PCM stages indicates strong market opportunity and cultural relevance.

Involvement Theory

Lululemon customers often display high enduring involvement-that is, a brand that is personally relevant and meaningful to their lifestyle. This is affective, symbolic, and sometimes identity involvement. The retail environment at Lululemon, along with the release of products and events put on by the company, reinforces involvement through symbolic rewards, emotional experiences, and social connectedness-factors that strengthen brand commitment and repeat purchase behavior.

Identity and Team Brand Identity

Although Lululemon Athletica Corporation is not a sports team, it also promotes identity-based consumption, like that of a sports team. Buying a product from Lululemon Corporation also involves consumers in expressing pride, a sense of belonging, and identification with a certain group of people. The clothes identify a person with a certain group of people who are healthy, mindful, and fashionable.

Consumer Motivations: Applying Three Theories

The motivations of Lululemon consumers are a result of a set of both intrinsic and extrinsic motivations, many of which are consistent with sport consumer behavior theories, including Self-Determination Theory, Hedonic vs. Utilitarian Motivation, and Identity-Based Motivation. Self-Determination Theory (SDT) proposes that human motivation is optimized when the satisfaction of three psychological needs—autonomy, competence, and relatedness—is maximized. Lululemon does all three needs very effectively.

Autonomy: consumers are free to choose clothes that identify with their personality, exercising preferences, as well as their lifestyle. Lululemon provides various product lines that support autonomy.

Competence: With performance fabrics like Nulu, Everlux, and Luxtreme, consumers can experience comfort, which inspires them to be confident and able in their fitness activities.

Relatedness: A sense of community can be established through events, ambassadors, store classes, and fitness subcultures on social media.

There is a certain community of like-minded individuals that comes with purchasing and wearing Lululemon. This, through satisfaction of all three needs, Lululemon promotes internal motivations and enhances consumer loyalty.

Hedonic vs. Utilitarian Motivation

Lululemon has a dual appeal. It satisfies the hedonic needs as well as utilitarian motivation. Hedonic motivations are initiated through feelings of fun, prestige, and enjoyment related to wearing fashionable, comfortable, and pleasingly beautiful clothes. Shopping at Lululemon becomes an experience, rather than a mere transaction.

Utilitarian reasons revolve around the functional value of good fabrics, durability, and functional performance. The functional use of these clothes pertains to exercising, functioning, and traveling. These consumers, attracted by both sets of motivations, are shown to be involved and loyal to a brand when that brand, like Lululemon, meets their emotional as well as functional needs.

Identity-Based Motivation and Social Identity

Lululemon has cultivated a robust identity-driven brand community in which consumers feel a part of a lifestyle. The lodge represents a form of community that transcends mere consumerism. Being a part of this community represents a form of identification, a sense of desire, and a set of values that are associated with wellness and mindfulness. This mechanism of identification represents a powerful way for consumers to identify with a set of values that are embodied by a brand.

Technology, Service Quality, and Customer Satisfaction

Technology, services, and customer satisfaction are critical in determining consumer loyalty in Lululemon. Advantages Incorporation of technology in fitness through Lululemon Studio and Mirror enhances customer engagement even beyond the store. This offers consumers an opportunity to take part in live and/or-pre-recorded fitness sessions, among other features that incorporate technology with physical products. The brand emphasis on technological fabrics that provide targeted performance support further encompasses technology in enabling consumers to feel proficient.

Service Quality (SERVQUAL)

Applying SERVQUAL model: The stores of Lululemon are attractive, contemporary, and clean.

- Reliability: These are products that always meet performance expectations.
- Responsiveness: Store Educators offer personalized customer service, product knowledge, and recommendations.
- Assurance: Brand reputation, product warranties, and informed personnel foster a sense of trust with consumers.
- Empathy: Lululemon promotes personalized care and messages, which facilitate empathetic connections.

Customer Satisfaction (Disconfirmation Theory)

Being a luxury brand, consumers' expectations are high. Satisfaction is derived from exceeding expectations in product, performance, and services. Positive disconfirmation, where performance exceeds expectations, triggers consumer loyalty. On a negative note, a return policy and the responsiveness of company staff help cushion consumers from product performance that falls below expectations.

- To further engage consumers and promote long-term loyalty, a number of research-based strategies, which are also linked to key course concepts, can be pursued by Lululemon.
- Introducing a Tiered Loyalty Program A structured loyalty program, such as silver, gold, and platinum status, would enhance long-term engagement and provide incentives for repeat consumers. These incentives could be in the form of early access to product releases, personal styling, and special classes. This approach promotes loyalty and progression through PCM levels.
- Developing the Men's Market While there has been improvement, targeted market outreach, menswear representatives, as well as male-targeted community functions, would increase involvement and counteract a perception that suggests Lululemon is a female brand.
- Enhance Integration of Digital Ecosystem Lululemon can enhance their online platforms by providing more personalized exercise routines, performance analysis, and connecting with wearable technology. This would cater to autonomy and competence needs, further increasing SDT-based motivations.
- Emphasize Sustainability Eff the consumers, particularly Millennials and Gen Z, are known to value a company's environmental responsibility. A transparent campaign for sustainability might enhance their emotional tie with a brand.

- Expand Community-Based Events Activities like run groups, outdoor yoga, wellness seminars, and studio collaborations help to maintain identity-based motivations as well as relatedness. A potential expansion for these activities would be to increase their reach through geography.
- Remove Structural Constraints Offering limited "entry-level" lines of goods with lower price points may ease budget issues without devaluing brand reputation. This would advance consumers from interest to attachment.

Reference

Deci, E. L., & Ryan, R. M. (2000). The "What" and "Why" of Goal Pursuits: Human needs and the Self-Determination of Behavior. Psychological Inquiry, 11(4), 227–268. https://doi.org/10.12207/S15327965PLI1104_01

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Developing Case: Grade 40/60

Sport Consumer Behavior Report: Nike, Inc. Failed case

Nike, Inc. is one of the most globally recognized sport brands, operating across professional sport, collegiate athletics, youth sport, and recreational fitness markets. I selected Nike for this report due to its strong brand equity, expansive consumer base, and its ability to connect with consumers across multiple levels of sport participation and fandom. Nike does not simply sell athletic apparel and footwear; it markets performance, identity, lifestyle, and personal achievement. As both a sport participant and sport consumer, I have directly experienced Nike's influence through team-issued gear, personal athletic purchases, and exposure to Nike-sponsored athletes and events.

Nike's branding strength, combined with its extensive use of technology, storytelling, and athlete endorsements, makes it an ideal organization for analyzing sport consumer behavior. The company successfully engages diverse consumer segments while adapting to sociocultural trends such as social justice advocacy, digital engagement, and wellness-focused lifestyles. These characteristics provide a strong foundation for examining consumer segmentation, motivation, branding strategy, and engagement techniques using sport consumer behavior theories.
Nike uses a multi-layered segmentation approach that incorporates demographic, psychographic, behavioral, and geographic frameworks. Demographically, Nike targets consumers across age cohorts, ranging from youth athletes to adult recreational exercisers and elite performers. Gender

segmentation has expanded significantly, with Nike investing heavily in women's sport and apparel lines, while also appealing to diverse ethnic and cultural groups through global marketing campaigns.
Psychographic segmentation plays a central role in Nike's strategy. Consumers are grouped by motivation, lifestyle, and level of sport involvement. Highly involved consumers, such as competitive athletes and serious fitness participants, are drawn to Nike's performance-based products. Less-involved or lifestyle-oriented consumers are attracted to Nike's fashion-forward designs and brand symbolism. Behaviorally, Nike segments users based on loyalty, usage rate, and engagement, distinguishing between heavy users (athletes, team members, trainers) and light or casual users (recreational exercisers or athleisure consumers).

This segmentation aligns well with Involvement Theory, the Psychological Continuum Model (PCM), and Team Identification concepts. Involvement Theory explains how consumers with higher personal relevance to sport demonstrate stronger brand loyalty and purchasing behavior. The PCM illustrates how Nike moves consumers from awareness to attraction, attachment, and allegiance through consistent messaging, athlete endorsements, and digital engagement. While Nike is not a team, it leverages team identification by associating its brand with iconic teams and athletes, allowing consumers to express identity through affiliation. These theories help explain how Nike identifies market opportunities and tailors engagement strategies to different consumer segments.

Nike consumers are motivated by a combination of intrinsic and extrinsic factors. Self-Determination Theory (SDT) is evident in Nike's emphasis on autonomy, competence, and relatedness. Many consumers are intrinsically motivated to improve performance, experience enjoyment, and achieve personal goals through sport and fitness. Nike supports autonomy by offering customizable products and personalized digital experiences, competence through performance-enhancing technology, and relatedness through community-based initiatives and shared brand identity.

Personal Investment Theory also applies, as consumers invest time, money, and effort into Nike products because they perceive returns such as improved performance, social recognition, and self-confidence. This is particularly evident among competitive athletes and fitness enthusiasts who associate Nike gear with legitimacy and commitment to their sport.
Nike also appeals to hedonic and utilitarian motives. Hedonic motivation is driven by emotional enjoyment, excitement, and identity expression, while utilitarian motivation relates to functional benefits such as durability, comfort, and performance enhancement. Additionally, identity-based behaviors such as BIRGing (Basking in Reflected Glory) occur when consumers associate themselves with successful Nike-sponsored athletes or teams. Constraints such as cost (structural) and self-confidence (intrapersonal) may limit some consumers, but Nike addresses these through tiered pricing, inclusive messaging, and motivational campaigns.

Nike's brand personality is commonly associated with traits such as competence, excitement, ruggedness, and sincerity. The brand emphasizes emotional benefits, particularly empowerment, perseverance, and self-belief, while still delivering strong functional performance. Nike's iconic "Just Do It" slogan serves as a distinctive brand asset that transcends sport and resonates with broader lifestyle values.

Consumer perception of Nike is largely positive, with the brand viewed as innovative, inspirational, and culturally relevant. However, Nike has also faced criticism related to pricing and accessibility. To further develop its brand, Nike could strengthen its positioning around inclusivity and affordability without diluting its premium image. Expanding community-based programs, supporting grassroots sport, and highlighting everyday athletes alongside elite performers would enhance brand authenticity and equity.

Technology plays a critical role in Nike's consumer engagement strategy. Digital platforms such as the Nike Training Club and Nike Run Club apps enhance user experience through personalization, gamification, and social interaction. Social media and digital storytelling allow Nike to connect with consumers beyond traditional advertising.

From a service quality perspective, Nike addresses SERVQUAL dimensions, including reliability (consistent product performance), responsiveness (customer service and digital support), assurance (brand credibility), empathy (inclusive marketing), and tangibles (high-quality design). Disconfirmation Theory explains how consumer satisfaction is achieved when product performance meets or exceeds expectations, which is central to Nike's loyalty-building efforts.

To further develop its sport consumer engagement, Nike should implement several strategic initiatives. First, Nike could refine segmentation by creating more localized and culturally tailored marketing campaigns that reflect regional sport preferences. Second, expanding loyalty programs that integrate digital achievements, exclusive content, and community events would strengthen attachment and allegiance stages of the PCM. Third, Nike should continue investing in wearable technology and data-driven personalization to enhance perceived competence and motivation.

Additionally, Nike could reduce participation constraints by increasing access to affordable product lines and community sport initiatives. Strengthening partnerships with schools, youth programs, and amateur leagues would support long-term consumer development and brand loyalty. These recommendations are grounded in consumer behavior theory and reflect Nike's existing strengths while addressing emerging market needs.

Appendix E. Examples of Assessment (Measurement SLO 4 (a): EXSS 5327 Sport Consumer Behavior)

Identify Each Student Learning Outcome and Measurement Tool(s)	Identify the Benchmark	Total number of Students Observed	Data for each tool or rubric category	% of Students Meeting Expectations or Higher	Assessment Results: 1. Exceeds expectations 2. Meets expectations 3. Falls below expectation 4. Insufficient data	Indirect Student/ Course Evaluations
SLO 4: Integrated Marketing and Commerce Students will analyze consumer behavior and apply integrated marketing, sales, social media, and event management strategies to develop data-driven and innovative solutions that enhance organizational effectiveness in the sport industry.						
(a) Consumer Analysis: Students will assess sport consumer behaviors using quantitative and qualitative data to identify market segments and trends.						
Measurement SLO 4 (a): EXSS 5327 Sport Consumer Behavior – Sport consumer report	At least 80% of sport management students will demonstrate proficiency by scoring 70% or higher on the sport consumer report, a written paper analyzing sport consumer behavior.	**24**	**Assignment Rubric (60 Point total) :** **Exemplary (54~60)** **Acceptable (42~53)** **Developing (Below 42)**	**87.5% (21/24)**	**2. Meets expectations**	**5/5**