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|  | **FBLA SPORTS AND**  **ENTERTAINMENT MANAGEMENT**  **CASE STUDY** |  |

**PARTICIPANT INSTRUCTIONS**

1. You have 20 minutes to review the case.
2. Presentation time is seven minutes. At six minutes the timekeeper will stand and hold up a colored card indicating one minute is left, and at seven minutes the timekeeper will stand and hold up a colored card indicating time is up.
3. The presentation is interactive with the judges who will ask questions throughout the presentation. You are a team of facilities management specialists for a sports and entertainment management firm, American Sports and Entertainment. American Sports and Entertainment provides management services for sports and entertainment facilities throughout the United States.
4. Each team member will be given two note cards. Note cards will be collected following the presentation.
5. All team members must participate in the presentation as well as answer the questions posed by the judges. Cover all the points described in the case.

**PERFORMANCE INDICATORS**

* Explain the nature of effective communications.
* Explain the components of sports and entertainment facility management.
* Explain the importance of coordinating events in multi-use facilities.

CONTINUED

**CASE STUDY SITUATION**

You are to assume the role of a facilities management specialist team for a sports and entertainment management firm, American Sports and Entertainment (ASE). ASE provides management services for sports and entertainment facilities throughout the United States. ASE specializes in the comprehensive management of facilities with consulting, management, marketing, and contractual events. ASE is able to provide many of these services at a better return on investment than the facilities are able to do for themselves through the collective bargaining agreements and specialized staff it hires. The company is located in Atlanta, GA with satellite offices in Dallas, Denver, Chicago, New York, Los Angeles, and Washington, DC.

The Ice Palace is a large, multi-use complex in the suburbs of Milwaukee, Wisconsin. The main feature of the facility is its ice rink. The rink facility hosts a semi-professional ice hockey team, is a competitive ice-skating training facility, and serves multiple university teams. The rink can be melted down in 6 hours and refrozen within 12 hours. This allows for the use of the facility during other times. In addition to the rink, there are 18 conference style rooms, 2 executive boardrooms, in house catering services, a sports medicine and rehabilitation center, and a multi-use exhibition area.

ASE has been hired to provide a three-year plan for the maximization of facility use. Areas of concentration should include local sports team contracts, special events, conferences, trade shows, and seasonal promotions. The Ice Palace needs your team to complete the project within the next three months so that the plan can be presented during the annual board of directors meeting.

At the board of directors meeting, you must be prepared to:

* Describe effective management techniques
* Explain strategies to reach target markets
* Describe return on investments
* Explain how the community will be included in the plan

Special care and consideration will need to be given to how the facility can provide the greatest benefit (not just financially) to the local community. This should be consistent throughout the plan. The final project will need to be presented to the board (judges) for their review. Be prepared to answer questions about the implementation of the three-year plan. After you have explained your strategy and have answered the board’s (judge’s) questions, the chair will conclude the role-play by thanking you for your work.

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|  | **FBLA SPORTS AND**  **ENTERTAINMENT MANAGEMENT**  **CASE STUDY**  **JUDGE’S INSTRUCTIONS** |  |

**JUDGING THE PRESENTATION**

1. This is a role-playing event with the judges assuming the role of board members of the Ice Palace, a multi-use ice skating complex. A sports and entertainment management firm, American Sports and Entertainment, has been hired to provide a three year plan for maximizing facility usage.
2. After the introductions, you should begin the meeting by welcoming the team members. The team members will then begin their dialogue with the board (judges).
3. This is an interactive event, so treat the presentation as a conversation. Each of the members of the team should respond to at least one question or issue. The time allowed is seven minutes. At six minutes the timekeeper will stand, and at seven minutes the timekeeper will stand and hold up a colored card indicating time is up.
4. You will close the event by thanking the participants for their input and recommendations. The participants will hand in their note cards before leaving.
5. Complete the rating sheet.

**CASE STUDY SITUATION**

You are board members of the Ice Palace, a multi-use ice skating facility in Milwaukee, Wisconsin. The board has hired American Sports and Entertainment (ASE) to provide a three-year plan for the maximization of facility use. Areas of concentration should include local sports team contracts, special events, conferences, trade shows, and seasonal promotions. The board needs the ASE team to complete the project within the next three months so that the plan can be presented during the annual board of directors meeting. Special care and consideration will need to be given into how the facility can provide the greatest benefit (not just financially) to the local community. This should be consistent throughout the plan.

The Ice Palace is a large, multi-use complex in the suburbs of Milwaukee, Wisconsin. The main feature of the facility is its ice rink. The rink facility hosts a semi-professional ice hockey team, is a competitive ice-skating training facility, and serves multiple university teams. The rink can be melted down in 6 hours and refrozen within 12 hours. This allows for the use of the facility during other times. In addition to the rink, there are 18 conference style rooms, 2 executive boardrooms, in house catering services, a sports medicine and rehabilitation center, and a multi-use exhibition area.

The team is to assume the role of the facilities management specialist team for ASE. ASE provides management services for sports and entertainment facilities throughout the United States. ASE specializes in the comprehensive management of facilities with consulting, management, marketing, and contractual events. ASE is able to provide many of these services at a better return on investment than the facilities are able to do for themselves through the collective bargaining agreements and specialized staff it hires. The company is located in Atlanta, GA with satellite offices in Dallas, Denver, Chicago, New York, Los Angeles, and Washington, DC.

The marketing specialist team must address the following topics:

* Describe effective management techniques
* Explain strategies to reach target markets
* Describe return on investments
* Explain how the community will be included in the plan

During the role-play performance, feel free to ask any of the following questions:

1. What target markets should our events reach?
2. What community group programs must be kept intact or enhanced?
3. What types of events would work well with our existing infrastructure without major facility modifications?

After the members have explained their strategy and have answered the board’s (judge’s) questions, the chair will conclude the role-play by thanking them for their work.

There is no right or wrong answer to the event. However, in a team event, the ability of the team members to work together to come to a consensus, based on the facts provided (and those that you care to add) should be the basis for the score. The individual or team should present its suggestions with clarity and conviction.

Feel free to enhance the story as much as you want, but if you enhance it for one, make sure you enhance it for all the groups.