



A suggested marketing strategy for the Montana State University women's basketball program
by Paula Kay Pace

A thesis submitted in partial fulfillment of the requirements for the degree of MASTER OF SCIENCE
in Physical Education

Montana State University

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Abstract:

The purpose of this study was to construct a suggested marketing strategy for the Montana State University women's basketball program. Taken into consideration when planning this strategy, was data gathered from personal interviews concerning past promotions used by the Montana State University women's basketball program.

Also taken into consideration was data received in the form of questionnaires from publics attending home women's basketball games, randomly selected Bozeman publics and randomly selected Montana State University students.

Information received from the questionnaires included people's awareness of women's basketball, people's likes and dislikes of women's basketball, media sources from which people received most information and demographics of respondents.

Data received was combined with the review of related literature and promotions used by the Montana State University women's basketball program to construct a suggested marketing strategy for use by the Montana State University women's basketball program. It was concluded that the Montana State University women's basketball program has a viable product that can benefit from a well-developed marketing strategy.

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Date

March, 1982

A SUGGESTED MARKETING STRATEGY
FOR THE
MONTANA STATE UNIVERSITY WOMEN'S BASKETBALL PROGRAM

by

PAULA KAY PACE

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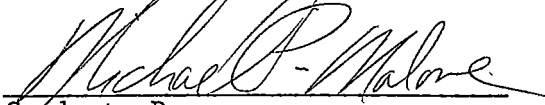
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ABSTRACT

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CHAPTER 1

INTRODUCTION

General

The general purpose of this study was to construct a marketing strategy for the Montana State University women's basketball program.

Specific

The specific subproblems were:

1. Survey past and present methods of promotion used by the Montana State University women's basketball program.
2. Determine the present and possible markets.
3. Determine the wants and needs of possible target markets.
4. Compute and analyze the data collected and make recommendations for a future marketing strategy for the Montana State University women's basketball team.

Definitions

Marketing: "Marketing is the analysis, planning, implementation and control of carefully formulated programs designed to bring about voluntary exchanges of values with target markets for the purpose of achieving organizational objectives. It relies heavily on designing

the organization's offering; in terms of the target markets' needs and desires and on using effective pricing, communication and distribution to inform, motivate, and service the markets." (4:5)

Target Market: A target market is a distinct group of people and/or organizations that have resources which they want to exchange or, might conceivably exchange, for distinct benefits. (4)

Public: A public is a distinct group of people and/or organizations that has an actual or a potential interest and/or impact on an organization. (4)

Organization: An organization is a group formed for some purpose common to those involved.

Marketing Mix: The marketing mix is a set of tools consisting of everything used to serve and satisfy the consumer. (4)

Strategy: A strategy is a plan devised for attaining a goal.

The Department: The term Department will be used to refer to the Montana State University Women's Athletic Department.

AIAW: The abbreviation AIAW will be used to denote the Association of Intercollegiate Athletics for Women.

Delimitations

This study was delimited to the Department's basketball program during the 1980-81 academic year. The study was delimited to include data collected by questionnaires designed and developed by

the researcher. Distribution of the questionnaire was delimited to randomly selected Bozeman publics, randomly selected Montana State University students and all publics attending Montana State University women's basketball home games. Persons interviewed to determine past methods of promotion used by the Department were delimited to the Department's athletic director, head women's basketball coach and sports information director.

Limitations

This study was limited by the lack of published and unpublished information available in the area of marketing women's athletics at the college level. The lack of published material also resulted in a lack of a historical basis for the study.

Justification

Money is needed to support organizations and if money is not available to an organization, money must be raised.

In a study by Wolf (21), 91% of the respondents named the University budget as the main source of funds for the school's entire women's athletic program and scholarships. In looking ahead, Novotney (12) says few of the post-secondary institutions will be able to adequately finance their athletic programs from traditional sources. This would mean that women's athletic departments receiving funds traditionally from the university budget will, in the future,

not be able to rely on those funds. Broyles, Hay and Ginter add that "dwindling finances, a dynamic environment and most important, the demands of competition have forced many non-business organizations to embrace the marketing concept." (7:8)

According to Kotler (4) money raising is a marketing activity. He goes on to say:

Organizations are involved in marketing whether or not they are conscious of it. (4:9) We all do marketing. It's not a question of deciding to do it or not to do it, but rather, it is a question of deciding how to do it and how to be effective. (2:25)

Palmisano (13) sees marketing and promotions as athletic's salvation. Broyles, Hay and Ginter (7) say that in the absence of a winning team, marketing is the only thing making a significant contribution to the athletic program. In evaluating the economic condition of athletics, Levine concludes, "Now, more than ever, they (teams) have to listen and respond to the demands of their markets." (10:36)

Wolf's (21) study on marketing women's athletics showed that greater promotion is needed than what is currently being done. The results of Wolf's study concluded that not only is promotion needed, but it also offers a great deal of potential to the growth of women's athletics in the future.

It is the researcher's opinion that, according to Kotler (4), because all organizations are involved in marketing, the fact should be recognized and current promotional trends used by women's athletic

departments should be analyzed. Athletic directors and administrators should learn about marketing and plan the best marketing strategy for their organization. By realizing the benefits to be gained through marketing, athletic directors and administrators may implement the best marketing strategy for their program which may lead to an increase in revenue.

Montana State University Women's Athletic Department is an organization in which basketball is a potential revenue producing sport. It is the researcher's opinion that a marketing strategy constructed for the Department's basketball program will provide a current plan to be followed by the Department's athletic director and coaches to generate increased revenue into the Department. Such a strategy may provide a basis for continual consumer research, resulting in updating revisions in the original marketing strategy. Continual monitoring of the consumers' wants and needs will result in continual revenue growth.

A successful marketing strategy implemented by the Department could not only bring in monies for the program, but also could add to increased quality and expansion of the program. Ziegler says, "Finally, what we are after is not mere survival, but to survive with vigor, élan, and a sense of galantry." (17:19)

CHAPTER 2

REVIEW OF RELATED LITERATURE

Business Concept of Marketing

Everyone is involved in marketing. (2) When a contribution to a charity has been made, when a vote has been cast or when a job has been accepted, marketing has been utilized. (6)

The essence of marketing, according to Stanton (6) is that a transaction takes place, an exchange, with the intention to satisfy a human need or want. Therefore, according to Kotler (2), it is accepting marketing and then questioning how to do it and how to be effective.

Marketing is a broad concept which includes:

the analysis, planning, implementation and control of carefully formulated programs designed to bring about voluntary exchanges of values with target markets for the purpose of achieving organizational objectives. It relies heavily on designing the organizations offerings in terms of the target markets needs and desires and on using effective pricing, communications and distribution to inform, motivate and service the markets. (4:5)

Kotler (4) identifies three different marketing approaches commonly used either separately or jointly. The three strategies are: (1) product oriented, (2) hard sell, and (3) professional marketing. Kotler explains the first strategy saying that organizations using product-oriented marketing:

concentrate on producing a high-quality product or service. In their minds, a high-quality offering will retain present clients and lead to favorable client word-of-mouth that will bring in new clients. Thus they rely on one marketing variable, product or service design to do the whole job. (4:8)

The second approach, hard-sell marketing, is an organized approach in which everyone involved with the organization goes out and sells the organization's product. "Success is not left to chance. It is a real drive we might see in some Evangelical movements." (2:25) The focus of the organization is on the selling of the product, leaving out some aspects of the total marketing strategy. Professional marketing, the third approach, "focuses on building satisfaction in a long-term clientele." (2:25) To build this clientele the organization plans every aspect of the marketing approach.

It entails quite consciously doing a good job of consumer and market research, market definition and cultivation, product and service design and development, distribution planning, pricing and promotion. (2:25)

According to Stanton (6), the marketing concept should not be confused with selling, as marketing and selling are not synonymous. Using the selling concept, a company makes a product and then thinks of ways to sell it to the people. Using the marketing concept, the company finds out what the public wants and then develops their product accordingly. Companies who make a product and then think of

ways to sell it are known to take a product-oriented approach. People who first determine the wants and needs of their customers and then develop their product are known to take a market-oriented approach. In Table 1, Stanton contrasts the two approaches using the Mountain Bell Company and Head Ski Company, asking them the question, "What business are you in?". (6:10)

Table 1. Product Versus Marketing-Oriented Approach

<u>Company</u>	<u>Product-Oriented</u>	<u>Marketing-Oriented</u>
Mountain Bell	We operate a telephone company	We market a communication system.
Head Ski	We make skis	We market recreation, exercise, ego-building, and a chance to meet fun people. (6:11)

Exchange, according to Kotler (4) is the underlying concept in marketing. The public must be attracted to exchange their support for a product and feel satisfied with the exchange. Kotler (2) explains the exchange concept saying:

How do you get a resource you want very much from someone else? You can steal it, you can force it, or you can beg for it. Or you can offer something attractive to the other party--an offer package. It is a set of benefits; it's an affiliation; it's something that's so motivating that, though a person has many other choices, he or she freely decides to transact with you." (2:24)

Professional Athletic Concept of Marketing

Marketing has been recognized and accepted by various professional athletic teams. Findings of Mathew Levine have shown marketing can be effectively applied to athletics.

Levine (10), in studying the business aspect of athletics, saw an industry that was still in the Dark Ages of consumer awareness. The more he studied the possibilities of applying the marketing techniques of packaged goods to sports, the more he believed that he had come upon a virgin market. Levine broke into marketing consultation for professional athletic teams in 1974. His offer to market professional teams was refused with a "don't call us, we'll call you" attitude from team financial managers until he was given an opportunity by the Golden State Warriors Professional Basketball Team. After promotion success with the Golden State Warriors, other professional teams began to realize the advantage of marketing their teams.

Athletic Consumers

Levine's findings in his work with professional athletic teams show that people buy a ticket to an athletic event for a variety of reasons. To find out what customers want, in order to satisfy them, Levine asks people questions such as, "Why do you go to a game? Why do you stay away? What can be done to make you attend

more often?" (10:36) Through study, it was found what customers wanted from an athletic event "by polling fans on everything from their preferences in starting times to halftime entertainment."

(10:40)

Shaw (14) also noted the personal needs of consumers of athletics which should be taken into consideration when researching consumer's wants and needs. He says that in reaching out to the target market, athletic organizations should be aware that they will be appealing to all ages of people with various needs. These needs, according to Shaw are that people all need to feel that they belong to something, to some group. He goes on to say that a home team provides security; it is an extension of one's identity. Shaw continues that people have within themselves a tribal instinct, which will be met by supporting the home team, or any team to which a person attached themselves.

Marketing Results

Two professional teams Levine worked with in the marketing area included the Houston Astros Professional Baseball Team and the Golden State Warriors Basketball Team. Levine discovered in his work with the Houston Astros Professional Baseball Team that a team does not have to win to draw a gate. The Houston Astros were sliding from third place in 1976 to fifth in 1978, yet their gate receipts climbed

by nearly a quarter of a million. This climb in attendance, despite a poor season, was attributed to an aggressive new marketing campaign.

A full-scale marketing campaign for the Golden Warriors Basketball Team promoted them to a profitable gate.

The Warriors, who had averaged a lonely 6,465 fans at a game the previous season, sold out the 12,787 seat Oakland Coliseum for a game in the notoriously slow month of December. A week later they had another full house. Then another and another. One third of the arrivals hadn't attended a game the season before.
(10:40)

In studying the consumers of professional athletic entertainment, Levine found facts that were not before considered by managers of sports team promotion. He found:

1. Only 25% of the fans come out solely because a team is winning.
2. More than half the people who consider themselves loyal sports fans never attend a game.
3. At any given game, 15-20% of the fans are there to "relieve pressure and tension."
4. Today's young adults (18-30 years old) do not know how to watch a game.
5. The free agent shuffle is destroying the sense of stability and continuity that fans thrive on.
6. What NFL cheerleaders are to many male spectators, NBA players are to many female fans: sex objects in scanty costumes. (10:35, 10:36)

Sportswriters are much less influential than either they or the teams think they are says Levine (10). He goes on to say, "Be

alert to an outmoded orientation to print media at the expense of television and radio, especially the former. The guy who does the 6:00 p.m. and 11:00 p.m. sportscasts has more impact than all the newspapers combined." (10:45)

Levine found the entertainment aspect of the athletic contest to be prevalent in athletics. "If they (fans) don't get entertainment out of a sport, they say to heck with it. There are too many problems with everything else in the world. They don't need it in sports, too." (10:45)

Levine (10) discovered that people over 35 have great loyalty for a team and look for stability in that team. "When players leave (a team) older fans are just as likely to head for the exits." (10:45) He goes on to say, "The free agent movement comes at a time when fans are looking for islands of stability in an unstable world." (10:45)

Team players were encouraged by Levine (10) to become involved with community affairs. Team players spoke at banquets, became involved with charities and other activities, in addition to playing their sport. In becoming involved, the players let the consumers know that they cared about what the people wanted beyond the actual sport participation. The result of this effort was beneficial for the team as well as the community as, according to Levine, there was evidence that the new found togetherness proved Levine's point that

business is not only compatible with sports but it can also be a formidable unifying force on the playing field.

The Chicago White Sox became involved with marketing by hiring a marketing vice-president in 1981. A nine-step plan has been devised to market the team. Results of the marketing plan have not been computed at this writing. (16)

Need for a Quality Product

As indicated through studies cited, a marketing strategy may help a team financially through a non-winning period, but this is not to de-emphasise the need for a winning team. Broyles, Hay and Ginter (7) say that a quality product (winning team) is still needed as customers (fans) tend to demand and buy more of a quality product than an inferior product.

The marketing process of an organization is an ongoing thing. A strategy first implemented cannot remain the same and be expected to be successful. When one of Levin's (10) client's marketing results began to decline after a period of revenue growth, he said of the organization:

They fail to realize that it doesn't work forever. The team has lost the confidence of the fans because they didn't constantly monitor their (fan's) behavior and attitudes, which is a molten mass of change. You have to keep in touch. (10:45)

College and University Athletic Concept of Marketing

Broyles, Hay and Ginter (7) see marketing as beneficial to an athletic program. They say a genuine adoption of the marketing concept is needed in re-orienting an athletic program toward its selected objectives. The program should seek to meet the needs of its fans, resulting in a profit or some other financial objective, rather than place its main emphasis on its own internal activities. Other financial objectives may include money to cover game guarantees, court rent or other expenses involved with the running of an event. Therefore, management and athletic directors should orient their programs toward the market and the contingencies of fan revenue as well as toward the coaching function. (7) In complimenting the two functions, marketing and coaching, Broyles, Hay and Ginter say, "The Athletic Director must attend to the overall survival needs of their enterprise, while coaches should attend to the production of a winning team." (7:11)

In most cases, according to Bronzan (1), athletic programs in colleges and universities are fully or partially self-sustaining. Navotney sees problems in funding athletic programs in the future. He says that few of the colleges and universities will be able to continue adequate financial support from traditional sources of revenue. He adds that "alternatives for resolving the financial problems, in most cases, will not succeed in winning state or federal legislative

support, nor will funds become available at the institutional level."
(12:9)

Considering dwindling finances and the demands of competition, the time has come when athletic departments are forced to embrace the marketing concept (7). According to Palmisano, "marketing and promotion are going to be our salvation; I don't think there's going to be any question about that. Its only recently that college presidents and administrators have realized that." (13:22)

Broyles, Hay and Ginter (7) see the marketing concept based on two ideas, the first being that all planning, policies and operating procedures should be oriented toward the needs and wants of the consumer. The second is that a profit or some other financial objective is a major operating goal of the organization. These two facets of the marketing concept are used together to suggest that the organization can achieve sufficient revenues and profits to insure survival through providing what the consumer wants.

Fund raising, one aspect of marketing, is predominantly used in men's athletics. Novotney says of fund raising, "At one time fund raising was the icing on the cake. Now its the cake." (12:9)

Because of the importance of fund raising, Bronzan (1) says that if it is to be successful (fund raising), it must be approached as a sophisticated art. Though fund raising does not meet completely the criteria of the marketing concept, it is, as Kotler (2) says, a

marketing aspect.

Marketing Results - Men's Athletics

The Vanderbilt University Commodore Football Team embraced the marketing concept to increase football attendance in 1979. (20) An advertising agency was selected to help analyze the Commodore's promotional background and set objectives for a marketing strategy. Their record of productivity showed that the Commodores were coming off three consecutive 2-9 records and were suffering from a negative community image. The University was in strong competition with the Nashville community for the entertainment dollar and the Commodores had not won a conference football game in four years and had only three winning seasons in 20 years.

Objectives were then set for the marketing of the Commodore's football program which included:

1. Selling more season tickets.
2. Increasing game attendance.
3. Repositioning the "product" as wholesome family entertainment.
4. Increasing National Commodore Club's membership (Booster Club).
5. Creating a more exciting and viable image for Vanderbilt football. (20:2)

To reach the established objectives, it was decided to first reach out to the community. A campaign to create curiosity which would lead to awareness of the Commodores was used. When it was felt that the public was becoming more aware of the newly-publicized product, an advertising campaign was put into effect that extensively spread information of the Commodores upcoming season. This campaign included billboard slogans, bus ads, radio and television spots, newspaper ads, schedules on milk cartons and magazine ads. A new ticket plan was devised and prices re-established. The marketing blitz used by the Commodores was initiated three and one half weeks before the first game.

Compared to the previous year, results of the campaign showed that ticket sales were increased by 20% and game attendance increased by 8%. The Commodore Club almost doubled its membership and financial pledges were more than doubled. The Family Plan Ticket, a new idea implemented for the first time, designed to promote football as a family activity, sold 1,664 tickets. These results of increased attendance and revenue were attributed to the adoption of the marketing strategy by the Vanderbilt University Commodores.

Marketing Results - Women's Athletics

Women's athletics has not received financial support through fan attendance as heavily as has men's athletics. Despite this lack

of support, Fields says, "There is not an institution in this country where you cannot develop a support base, fund-raising program adapted to your particular needs and circumstances." (8:20)

The Women's Athletic Department at the University of Texas-Austin embraced the marketing concept. (11) Donna Lopiano, athletic director at the University of Texas-Austin and 1980-81 AIAW President agrees with the basic marketing concept that a marketing plan must be laid out in detail, and that everyone in the department be aware of the plan. The plan used by the University of Texas-Austin included the areas of establishing credibility, support groups, national championships, ticket sales, and media coverage.

At the University of Texas-Austin, well-developed programs which had established credibility were put under public scrutiny--but not a sport that had not yet established its credibility. Each year, emphasis would be placed on another sport in an attempt to build its credibility. Concerning sports which are not well developed and have not established credibility, Levine says, "You have to cultivate a taste for it." (10:45) The formula used by Lopiano (11) for establishing a team's credibility is to first emphasize the coaching staff; second, increase scholarship offerings and third, increase team travel and budget.

In marketing the University of Texas-Austin women's athletic program, Lopiano established a support group for each sport. A support

group consisted of people willing to help the program by sponsoring luncheons or cocktail parties or by working in other needed areas, rather than, or in addition to, giving money donations to the program. The University of Texas-Austin attempted to host at least one national championship a year and host one major annual event that highlighted every sport. Individual athletes at the University of Texas-Austin were highlighted from each sport and also instructed on how to talk with the media.

In selling event tickets, emphasis was removed from selling a single ticket or season ticket. In place of the single ticket or the season ticket, "mini tickets" were sold. A "mini ticket" included admittance to selected games which were expected to be good, competitive games or events. These tickets were expected to expose fans to top competition and were promoted highly.

Lopiano saw television and radio coverage a greater asset than newspaper coverage. Care was taken to show an interest in the television media by Lopiano actually visiting the station and discussing coverage of women's events. This special effort by the athletic director resulted in more television coverage for the University of Texas-Austin women's athletic program.

In a further marketing effort, Lopiano surveyed game attendance at the University of Texas at Austin, and found spectators of women's events to differ from men's events. Spectators at women's

events included: "(1) older spectators, (2) working single women, (3) curious men, (4) parents, (5) pre-college female athletes, (6) faculty people disillusioned with men's athletics, and (7) runners, recreational reborn people." (11:12)

Lopiano stresses that once spectators have been attracted, the women's athletic department must take care of them. Marketing concerns more than a one-time sale. According to Giles (9), an atmosphere must be created that makes people want to come back.

Wolf (21) conducted a marketing study of selected colleges and universities. Information collected from the colleges and universities included past means of financial support and future predictions of financial support for women's athletic programs. Administrators were asked what effect marketing and promotions had on their programs and how administrators perceived the use of promotions in the future.

Results indicated that a university budget rated as the critical source of funds for women's athletics, with donation, fund raising and revenue generation following in degree of support. Administrators predicted that the financial support received by women's departments were not expected to continue increasing as they had been.

According to Wolf's study, almost all respondents believe there is a much greater need for promotion than what is presently being done, with the exception of male athletic directors of women's

programs, who feel that greater increase in promotion is not needed.

A strong relationship existed between the amount of advertising and the increase in attendance at women's events. Schools whose advertising campaign ranged from average to high also had the largest increase in attendance and felt strongly in favor of promotion. Schools that did the least amount of advertising also had the smallest increase in attendance.

Results of Wolf's study concluded that there was a strong relationship between promotion and attendance, which indicated a great potential and need for promotion of women's athletics.

Women's Athletics Versus Acceptance of Marketing Concept

Donna Lopiano was fearful when she first considered embracing the marketing concept for the Women's Athletic Department at the University of Texas at Austin. This fear could have been based on the history of women's athletics which for many years shunned not only intercollegiate athletic programs for the highly skilled, but also commercialization of women's athletics.

History of Women's Athletics

A look at the history of women's athletics may indicate the reason for the hesitancy of women administrators to accept the marketing concept in women's athletics. The history of women's competition can be classified into three eras. Intercollegiate athletics

for women was disapproved of in the first era with physical educators saying it "was not in keeping with the ideals of womanly behavior."

(3:69) Early decisions concerning women in sport were made by physical educators because it was the physical educators who were also the coaches of teams. Coaches, as an entity separate from physical educators did not exist in women's athletics for many years. Women did compete within schools but were not allowed to play interscholastically.

In the second era, recognized organizations in charge of women's athletics formed a philosophy which regulated what sport was appropriate for women and what sport was not appropriate for women. The philosophy "was specific in its recommendations, both for the things they wished to see implemented and those which should be disregarded, including all forms of intercollegiate or varsity competition." (3:69) Athletics for women was gaining acceptance and popularity, but intercollegiate athletics still was not allowed.

In 1923, a platform was adopted at the Conference on Athletics and Physical Recreation for Women and Girls that stated physical educator's beliefs about competition for girls and women. This platform was later restated in a creed in which some of the statements specifically advocate against competition for the highly skilled and the commercialization of women's athletics. Specific to these points are five statements of the creed:

1. To promote programs of physical activities for all members of given social groups rather than for a limited number chosen for their physical prowess.
2. To protect athletics from exploitation for the enjoyment of the spectators or for the athletic reputation or commercial advantage of any institution or organization.
3. To stress enjoyment of the sport and the development of sportsmanship, and to minimize the emphasis placed on individual accomplishment and the winning of championships.
4. To discourage sensational publicity, to guide publicity along educational lines and to stress through it the sport rather than the individual or group competitors.
5. To eliminate gate receipts (3:72-73)

The creed, which included other points to be followed, in addition to the five stated, was followed by women's physical educators for decades.

The concept of discouraging intercollegiate athletics existed until the middle of the Twentieth Century when women's sport entered the third era. This period was one of a new appreciation for sport at high levels and adoption of intercollegiate athletics for women began to flourish. Still, with the acceptance of intercollegiate athletics, old values remained. "The old purposes remain but are complemented

by new goals which recognize the need of college women for opportunities to engage in high level competition." (3:69)

Woman physical educators shunned intercollegiate athletics for women for many years. They also shunned the commercialization of women's athletics. When change did occur and intercollegiate athletics for women were adopted, old beliefs about sport were still held. Because these beliefs were against commercialization of women's athletics, this may give insight as to the reluctance of women to accept a marketing concept in women's athletics.

In viewing the idea of embracing the marketing concept and commercialization, Lopiano expressed her reaction:

My first reaction was fear. I was afraid that the commercialization, promotion and selling of intercollegiate athletics would transform what I considered to be an educational program into an entertainment/business vehicle. I was afraid that selling the program would become more important than the growth and development of the coaches and student-athletes participating in it. I eventually concluded that although this danger existed, the benefits of selling women's athletics to the public far out-weighed the chances of negative side effects. I realized that I was assuming an "either/or" situation--either commercialization or education--rather than a mutually beneficial combination of the two characteristics.

Its essential to know that a philosophically sound and educationally defensible athletic program can be successfully promoted and does not have to be damaged if it is commercialized. Its all a matter of degree and intent. (11:8)

Women's "Low-Keyed" Approach to Athletics

The history of intercollegiate athletics for women gives one aspect of women's hesitancy to utilize the marketing concept. Another reason for hesitancy is that, in developing women's programs, women administrators tried to stay away from the pitfalls which men's athletics had encountered. These pitfalls, which women administrators tried to avoid, included student exploitation, academic scandals, recruiting pressures, pressure to win and violence on the field. (15) To avoid these pitfalls, women preferred to take a "low-keyed" approach, one which protected all rights of the student-athlete, including protecting the student from the vigors of recruitment. In implementing this low-keyed approach, marketing was not needed and, therefore, not used.

With the advancement of women's athletics, athletic recruiting has been adopted. With the dwindling of financial help (7) being received by women's programs, alternate methods of financial support needed to be found and, therefore, as Broyles, Hay and Ginter say, "Administrators are being forced to use the marketing concept." (7)

In addition to financial reasons for utilizing the marketing concept, Lopiano (11) stated other reasons for marketing her program to the public:

1. Excellence should not exist in a vacuum; it must be shared.

2. Highly visible women's athletic programs will do much toward defusing the myths of inadequacy surrounding women in sports and other competitive activities.
3. There are few successful female role models championed by the media and, therefore, readily available to young girls. We need more.
4. The financially troubled higher education economy needs all the help it can get. If college sport can produce revenues, it should. Money does not "taint" athletics. How it is used and the integrity of the people who use it may "taint" athletics.
5. Exposure of the athlete to the media and the public and the resulting interaction between them is an educational experience in and of itself with many positive outcomes such as confidence, public speaking skills, etc. (11:8)

The history of intercollegiate athletics for women indicate a hesitancy to embrace the marketing concept as well as does women's desire to avoid high pressure programs which plagued men's programs. As social values and economics change the course of intercollegiate athletics for women, administrators of women's programs are looking to the marketing concept for their programs. In doing so, old values may still remain and may affect the actual implementation of the marketing concept.

CHAPTER 3

METHODS AND PROCEDURES

Procedures

Data for this study was collected by personal interviews and questionnaires.

Individual interviews (see Appendix A) were held with the Department's athletic director, sports information director and head basketball coach to determine past and present promotional techniques used for basketball. Years covered by the interview were from the 1977-78 school year through the 1980-81 academic year. The interviews were held during spring and summer quarters, 1981.

Questionnaires were designed by the researcher to determine the needs and wants of the present and possible target markets of the Department's women's basketball program. The questionnaires were hand distributed and mailed during the winter quarter, 1981. Three weeks after the questionnaires were mailed, follow-up phone calls were made to those publics who had not at that time returned the questionnaires.

Results from both the questionnaires and interviews were used to answer the following:

1. How is the Department's basketball program promoted to the public?
2. What publics support the Department's basketball program

with game attendance during the 1980-81 academic year?

3. What are the possible target markets of the Department's basketball program and what are the wants and needs of those markets?

Population

In addition to interviews conducted with the Department's athletic director, sports information director and head basketball coach, three different questionnaires were distributed to three different publics. Those three publics included fans attending the women's basketball games, randomly selected Bozeman publics and randomly selected Montana State University students.

A questionnaire (see Appendix B) was individually distributed to publics attending the Department's home basketball games. To insure that a person filled out only one questionnaire during the basketball season, the researcher monitored the distribution of the questionnaires, asking each person to fill out the questionnaire only once.

Four hundred randomly selected Bozeman publics were sent the second questionnaire (see Appendix C). The 1979 edition of the Bozeman City Directory was used in the random selection of the publics. The Bozeman City Directory consists of 376 pages of names from which the last name of each page was sent a questionnaire. To obtain the

remaining 24 names, the total pages of the book, 376, were divided by 24 giving a number of 15. From every 15th page, the second name was sent a questionnaire, thus totaling 400 names.

In an attempt to receive responses from an equal number of men and women on the mailed questionnaires, an alternate gender selection was made. If, in the order of selection, the occupation of a public was listed as student, the name preceding the student's name was used as it was the intention of the researcher to select non-students from the Bozeman City Directory whereas student's names were drawn from another source. If a company name was in the order of selection, the preceding name on the page was used, as it was the intention of the researcher to include only individual names from the Bozeman City Directory.

A third questionnaire (see Appendix D) was sent to 400 Montana State University students, using the 1980-81 Fusser's Guide for the random selection. The Fusser's Guide is a handbook which lists in alphabetical order the names and addresses of all students enrolled at Montana State University for a specific fall quarter. Four names were selected from each page of the three-column, 84-page Fusser's Guide totaling 336 names. The four names from the three-column page included the last name at the bottom of each column and one name from the top of the second column of the same page of names. The remaining 64 names were selected from the top of every fifth column of the entire

Fusser's Guide.

In an attempt to receive responses from an equal number of men and women, a selection of four men (one page) and four women (one page) was used. In selecting a name from every fifth column of the entire Fusser's Guide, an alternate selection was used. If, in the random selection, the name at the top of every fifth column was already used, the following name was used. In the order of selection, if the name at the bottom of the page was not the required gender, the researcher used the first preceding name that fit the requirements. If the name at the top of the page was not the required gender, the researcher used the first following name that fit the requirements. If an address was not available for the student, the preceding or following name was used that had an address.

Marketing/Promotion

Kotler (3) says most people mistakenly believe that promotion is synonymous with marketing. It should be pointed out that promotion is only one of several aspects of marketing. The researcher recognizes that promotion is a "subset" of marketing and will not use the words synonymously.

Data Collection

Two data collection tools were used for this study, one interview question and a questionnaire, both designed and developed

by the researcher.

A pilot study was given to 13 members of the Physical Education 512 Research Class of Montana State University during the 1980 Autumn quarter and to publics attending two Montana State University women's volleyball matches. The purpose of the pilot study was to familiarize the researcher with the tool and to improve and increase the tool's validity.

Data from the interview questions were treated in report form.

Analysis of Data

Data was accumulated and computed for three questionnaires.

The three questionnaires were sent to the following:

1. Publics attending all women's home basketball games.
2. Randomly selected Bozeman publics.
3. Randomly selected Montana State University students.

Each questionnaire was treated separately in reporting the results for the data. The researcher treated open-ended questions in report form. Because response to these questions was limited and biased, the reader is cautioned not to over-interpret the data.

CHAPTER 4

ANALYSIS OF DATA

Past Promotions

Past promotions used by the Department were reviewed for the years of 1978-79, 1979-80, 1980-81. Data from interviews with Montana State University women's athletic director, head women's basketball coach and women's sports information director is presented in report form.

Personal Promotion

Personal promotion of the Department's women's basketball program was carried out by the Department's athletic director and basketball coaches.

During the 1980-81 year, the head and assistant basketball coaches traveled the state for the purpose of establishing public relations with coaches and administrators of various schools in the State of Montana.

The women's basketball program was promoted by the women's athletic director as she promoted the entire athletic department. The athletic director spoke upon request for clubs and groups and traveled the state to establish contact with Montana coaches and administrators. Personal visits were made by the women's athletic director to persons who have or had been identified by persons in the community to have

an interest in women's athletics.

Printed Promotions

Basketball season tickets were used by the Department for three years. The ticket allowed entry to all home games of a specific season for a cost less than an individual would pay were he/she to buy individual tickets to all home games. The tickets were sold by the Department's coaches and athletes and were also available in the Department's main office.

Schedule cards were used by the Department for three years. These cards listed all games played by the team during a specific year and designated the time and place of each game. The Department's coaches and athletes distributed the cards to interested people and cards were also available in the Department's main office. Schedule posters, displaying the same information as the schedule cards, were available for display in local businesses.

Information and pictures concerning Montana State University, the Women's Athletic Department and the basketball program were compiled in a booklet called a media guide. This method of promoting the basketball team has been used for three years. The media guide is sent to selected radio and television stations, selected newspapers, sport information directors of the teams scheduled to be played, and other miscellaneous groups such as United Press

International and Associated Press. Coaches also sent the media guide to prospective student athletes when recruiting.

A monthly newsletter has been developed by the Department which includes schedules and highlights of the month and other Departmental activities. The newsletter has been used for three years and is sent to all people who have contributed to the Marga Hosaeus Fund, booster club members who have contributed specifically to women's athletics and current and former student athletes.

Written articles used by the Department included advances, features and hometown stories. This form of newspaper media has been used for three years and was sent to selected newspapers.

Advances cover upcoming games and information about opponents. Feature stories highlight senior students on the team and outstanding recruits whereas hometown stories contain specific information about a player and were sent to the newspaper(s) of that player's hometown.

Broadcast Promotions

The broadcasted media used specifically by the women's basketball team included television and radio with radio used most often. Both forms of promotion have been used for three years.

Television. One time during each season, the basketball coach and representative player(s) appeared on a local talk show to discuss the current basketball program. Game results, when reported

to stations, were announced on television.

Radio. Radio stations carried game advances as well as post-game interviews with the head basketball coach. The head coach also appeared on two radio shows, "Cat-Chat" and "Coaches Corner." One game, Montana State University versus the University of Montana was broadcast by KBOZ, a local radio station.

Analysis Format of Questionnaires

Each of the three questionnaires were treated separately. Like questions within each questionnaire were grouped for reporting data.

The tables presented show distributions of the responses to each item. The percentage of responses to a specific statement is listed before each statement and raw scores are listed with the percentage in parenthesis after each raw score. Items that received a rank response were weighted. The rankings were computed by weighting a respondent's first choice by a factor of three, second choice by a factor of two, and third choice by a factor of one. The rank scores reported reflect this ranking method.

Questionnaire 1: Publics Attending Games

Data were drawn from 353 questionnaires in the category of publics attending women's home basketball games.

Reasons for Attending Games

The results of weighting indicated that the most important reason publics attended games was because they enjoyed watching basketball. A closer look also shows that more publics chose this reason as their second rank rather than first rank. The second most important reason publics attended games was because a friend was playing. Only 14% of the total publics who attended games did so to follow a winning team. Table 2 shows the distribution of reasons why people attended games.

Table 2. Why Publics Attended Games

<u>%</u>	<u>ITEM</u>	<u>RAW SCORE (%)</u>			<u>TOTAL WEIGHTING</u>
		<u>1st rank</u>	<u>2nd rank</u>	<u>3rd rank</u>	
12	A relative is participating	26 (7)	13 (4)	1 (0)	105
46	A friend is playing	73 (21)	73 (21)	13 (4)	451
88	I enjoy watching basketball	96 (27)	146 (41)	31 (9)	611
27	I am a former basketball player	16 (5)	53 (15)	23 (7)	177
21	I play basketball	9 (3)	40 (11)	22 (6)	129
14	I am following a winning team	4 (1)	23 (5)	19 (5)	77
28	I came to relax-study break	11 (3)	47 (13)	40 (11)	167
19	Other	22 (6)	26 (7)	16 (5)	134

Home and Away Attendance

The Montana State University/University of Montana game at Montana State University ranked highest as the game publics attended or planned to attend. Table 3 shows the percentage of people who attended or planned to attend home games.

Table 3. Games Publics Have Attended or Plan to Attend

<u>%</u>	<u>Games</u>
20	Eastern Montana College, Dec. 30
20	College of Great Falls, Jan. 2
27	University of Alaska/Anchorage, Jan. 7
31	University of Alaska/Anchorage, Jan. 8
25	Eastern Washington University, Jan. 15
31	Washington State University, Jan. 17
31	Oregon State University, Feb. 5
26	University of Oregon, Feb. 7
52	University of Montana, Feb. 12
27	Boise State University, Feb. 20
27	Portland State University, Feb. 21

Only 14% of the respondents attended or planned to attend away games. Those who attended or planned to attend away games did so because a relative was playing. Of the 79% of the respondents who did not attend or did not plan to attend, "too far to travel" was ranked as first reason. "Lack of interest" did not rank high as a reason people did attend or did not plan to attend away games.

Table 4 shows the distribution of reasons why people attend away games.

Table 4. Why Publics Attend Away Games

%	ITEM	RAW SCORE (%)						TOTAL WEIGHTING
		1st rank		2nd rank		3rd rank		
6	A relative is playing	13	(4)	5	(1)	2	(1)	51
6	A friend is playing	7	(2)	11	(3)	1	(0)	44
7	I enjoy watching basketball	7	(2)	12	(3)	5	(1)	50
4	I am a former basketball player	3	(1)	7	(2)	3	(1)	26
3	I play basketball	2	(1)	5	(1)	2	(1)	18
3	I am following a winning team	2	(1)	5	(1)	2	(1)	18
2	I came to relax-study break	2	(1)	2	(1)	3	(1)	13
3	Other	4	(1)	3	(1)	2	(1)	20

Table 5 shows the distribution of reasons why people do not attend away games.

Table 5. Why Publics Do Not Attend Away Games

%	ITEM	RAW SCORE (%)						TOTAL WEIGHTING
		1st rank		2nd rank		3rd rank		
56	Too far to travel	77	(22)	96	(27)	22	(6)	445
47	Too expensive	47	(13)	101	(29)	17	(5)	360
29	Lack of transportation	21	(6)	49	(14)	29	(8)	190
16	Lack of interest	28	(8)	16	(5)	16	(5)	132
11	Other	15	(4)	9	(3)	14	(4)	77

How People Were Informed of Games

"Word-of-mouth" weighted first as how publics were informed about games. Newspaper ranked second with television being the least informative. Table 6 shows the distribution of ways publics were informed of the games.

Table 6. How Publics Were Informed of Games

%	ITEM	RAW SCORE (%)			TOTAL WEIGHTING
		1st rank	2nd rank	3rd rank	
5	Class announcement	4 (1)	10 (3)	1 (0)	33
64	Word-of-mouth	138 (39)	64 (18)	22 (6)	464
15	Poster	12 (3)	31 (9)	9 (3)	107
4	Television	2 (1)	5 (1)	7 (2)	23
29	Radio	27 (8)	47 (13)	25 (7)	200
44	Newspaper	50 (14)	76 (22)	27 (8)	329
23	Other	44 (12)	26 (7)	9 (3)	193

Cost of Admission to Games

Publics attending games indicated the price of admission was satisfactory. Fifty-six percent of the respondents indicated satisfactory as opposed to 36% of the respondents who indicated the admission price was too high. Zero percent of the respondents indicated the admission price was too low.

Table 7 shows suggested costs of admission range between 25¢ and \$3.00, with the costs of \$1.00, \$1.50 and \$2.00 receiving the highest raw scores.

Table 7. Suggested Admission Prices

<u>SUGGESTED ADMISSION PRICE</u>	<u>RAW SCORE</u>	<u>PERCENT</u>
.25	1	.8
.50	1	.8
1.00	48	36.4
1.25	2	1.5
1.50	23	17.4
2.00	46	34.9
2.50	3	2.3
3.00	8	6.1

Strong Points, Changes and Comments

This area was covered by open-ended questions.

Three main responses were listed as the strong points of the Montana State University women's basketball team. Those three were Montana loyalty, good play and good coaching. Montana loyalty reflects that publics were pleased that a majority of the players on the women's basketball team were originally from Montana. Sixteen responses noted outstanding players with Vicki Heebner receiving nine of 16 responses. Various team characteristics were included among other responses.

Comments and changes suggested for the women's basketball program mainly centered around the need for more publicity and advertising of games. Respondents also wanted to see more women's games played with the men's basketball games. Responses named less frequently included admission price changes and a coaching change.

Demographics

Demographics obtained included address, age, sex, marital status and occupation. One hundred and eighty (55%) of the respondents were from the immediate Bozeman area. One hundred eighteen (33%) respondents were from out-of-town and only nine (3%) were from out-of-state.

As table 8 shows, the largest number of respondents were in

the 18-24 year old age group.

Table 8. Age of Publics Attending Games

<u>RAW SCORE (%)</u>		<u>AGE GROUP</u>
6	(2)	Under 13
29	(8)	14-17
119	(34)	18-24
68	(19)	25-34
47	(13)	35-44
32	(9)	45-54
28	(8)	Over 55

Single publics led in attendance at women's basketball games with 174 (49%). Married couples ranked second with 133 (38%). Eleven (3%) divorced publics and four separated (1%) publics answered the questionnaire.

Students made up the largest number of publics attending women's basketball games. One hundred thirty-eight students (44%) attended games. Of those students, 101 were full-time students as opposed to ten part-time students. Thirty-six students were freshmen, 21 students were sophomores, 29 students were juniors, 22 students were seniors and 11 were graduate students. Following students in game attendance was the professional/technical/managerial occupation with 75 (24%) respondents.

Questionnaire 2: Randomly Selected Bozeman Publics

Data were drawn from 159 questionnaires in the category of randomly selected Bozeman publics.

Women's Basketball Awareness/Interest

Numbers indicate that a majority of Bozeman publics were aware that Montana State University had a women's basketball team with 149 (94%) answering positively. Those publics who had actually watched a women's basketball game were divided, with 84 (53%) having watched women's basketball and 74 (57%) having not watched a women's basketball game.

The number of games watched by the respondents was low. Forty-one (26%) of the respondents watched between one to three women's basketball games. Eighteen (11%) of the respondents watched between four to ten games and 16 (10%) of the respondents actually watched over ten women's basketball games.

Table 9 indicates two closely weighted reasons why students do not attend games, those reasons being lack of time and lack of interest. The majority of the publics were not former basketball players. One hundred fourteen (72%) had not played and 41 (26%) had formerly played basketball.

Table 9. Reasons Publics Do Not Attend Games

<u>%</u>	<u>ITEM</u>	<u>RAW SCORE (%)</u>			<u>TOTAL WEIGHTING</u>
		<u>1st rank</u>	<u>2nd rank</u>	<u>3rd rank</u>	
72	Lack of time	52 (33)	51 (32)	10 (6)	268
70	Lack of interest	51 (32)	46 (29)	13 (8)	258
6	Lack of transportation	-	4 (3)	5 (3)	13
35	Too expensive	7 (4)	21 (13)	27 (17)	90
19	Other	9 (6)	12 (8)	8 (5)	59

The majority of the publics were not former basketball players. One hundred fourteen (72%) had not played and 41 (26%) had formerly played basketball.

What Bozeman Publics Like Best/Least About Women's Basketball

This area was covered by open-ended questions. Good, fast basketball action with highly skilled players was cited as what Bozeman publics liked to see in a women's basketball game. Montana loyalty ranked high among the other things the Bozeman publics liked to see in Montana State University basketball.

Bozeman publics expressed dislike for a slow game, poor play and roughness respectively.

Cost of Admission to Games

The cost of admission to women's basketball games was cited as satisfactory by a majority of respondents. One hundred ten (69%) of the publics said the admission price was satisfactory, 41 (26%) of

the publics said the admission price was too high and zero publics said the admission price was too low. Ninety-six (60%) of the publics said they would not attend the women's basketball games if admission prices were lower.

Media

Two questions were asked concerning media: 1) From what forms of media do you receive the most information, and 2) From what forms of media do you receive the most information concerning women's basketball games? Weightings from both questionnaires show that newspaper ranked highest. Radio ranked second highest on both questions, but television ranked within three points of radio as the form of media from which publics receive the most information. Television did not rank high as a form of media from which publics receive the most information concerning basketball. Table 10 shows the distribution of media forms from which respondents receive the most information. Table 11 shows the distribution of media forms from which respondents receive the most information concerning women's basketball.

Demographics

Age group respondents were not significantly in favor of one group. There were no respondents in the 13 and under or the 14-17

Table 10. Media From Which Publics Receive Most Information

<u>%</u>	<u>ITEM</u>	<u>RAW SCORE (%)</u>			<u>TOTAL WEIGHTING</u>
		<u>1st rank</u>	<u>2nd rank</u>	<u>3rd rank</u>	
89	Newspaper	59 (37)	67 (42)	15 (9)	326
75	Television	37 (23)	48 (30)	34 (21)	241
5	Poster	1 (1)	3 (2)	3 (2)	12
82	Radio	37 (23)	51 (32)	41 (26)	244
24	Word-of-mouth	1 (1)	11 (7)	25 (16)	50
12	Mail	2 (1)	6 (4)	10 (6)	28
5	Other	3 (2)	1 (1)	3 (2)	14

Table 11. Media From Which Publics Receive Most Information Concerning Games

<u>%</u>	<u>ITEM</u>	<u>RAW SCORE (%)</u>			<u>TOTAL WEIGHTING</u>
		<u>1st rank</u>	<u>2nd rank</u>	<u>3rd rank</u>	
85	Newspaper	67 (42)	53 (33)	14 (9)	321
34	Television	5 (3)	23 (14)	25 (16)	86
9	Poster	1 (1)	2 (1)	11 (7)	20
77	Radio	51 (32)	55 (35)	16 (10)	279
30	Word-of-mouth	5 (3)	17 (11)	25 (16)	74
7	Mail	2 (1)	4 (3)	5 (3)	19
2	Other	-	2 (1)	1 (1)	5

age group because the Bozeman City Directory from which names were randomly selected did not list Bozeman publics below the age of 18.

Table 12 shows the distribution of age groups of the Bozeman publics.

The male/female ratio was divided between 90 (57%) female and 66 (42%) male responses.

A majority of the publics, 142 (89%) were married and 11 (7%) were single. Six (4%) of the publics were divorced and none were separated.

Table 12. Age of Respondents of Randomly Selected Bozeman Publics

<u>RAW SCORE (%)</u>		<u>AGE GROUP</u>
0	(0)	Under 13
0	(0)	14-17
6	(4)	18-24
41	(26)	25-34
46	(29)	35-44
31	(19)	45-54
31	(19)	Over 55

The majority of the respondents, 121 (76%) were not Montana State University alumni. Ninety-seven (61%) were not Montana State University scholarship donors as compared to 27 (17%) who were donors.

Bookkeepers, clerical workers and secretaries made up the largest number of Bozeman publics who responded to the questionnaire. Housewives and teachers followed in number of responses. Other occupations listed frequently were medicine, management and labor.

Questionnaire 3: Randomly Selected Montana State University Students

Data were drawn from 184 questionnaires in the category of randomly selected Montana State University students.

Women's Basketball Awareness/Interest

Numbers indicate that a majority of students were aware that Montana State University had a women's basketball team with 176 (96%) answering positively. Those respondents who had actually watched a women's basketball game were divided with 94 (51%) having watched

women's basketball and 88 (48%) having not watched a women's basketball game.

The number of games watched by the respondents was low. Forty (22%) of the respondents watched between one to three women's basketball games. Thirty-three (19%) of the respondents watched between four to ten games and 16 (.09%) of the respondents actually watched over ten women's basketball games.

Table 13 indicates two closely weighted reasons why students do not attend games, those being lack of time and lack of interest.

Table 13. Reasons Students Do Not Attend Games

<u>%</u>	<u>ITEM</u>	<u>RAW SCORE (%)</u>			<u>TOTAL WEIGHTING</u>
		<u>1st rank</u>	<u>2nd rank</u>	<u>3rd rank</u>	
82	Lack of time	66 (36)	64 (35)	20 (11)	346
73	Lack of interest	71 (39)	39 (21)	23 (13)	314
12	Lack of transportation	1 (1)	8 (4)	12 (7)	31
48	Too expensive	11 (6)	34 (18)	42 (23)	143
29	Other	12 (7)	16 (9)	25 (14)	93

The majority of the students were not former basketball players. One hundred fourteen (62%) had not played and 67 (35%) had formerly played basketball.

What Students Like Best/Least About Women's Basketball

This area was covered by open-ended questions. Good, fast basketball action with highly skilled players was cited as what

students like to see in a women's basketball game. Students came to games for entertainment and liked the sexual appeal of the players.

Students disliked a slow, boring game, played by players with poor ability. Roughness was also listed highly as an undesirable characteristic of women's basketball. Only three responses distinctly indicated losing as a dislike of women's basketball.

Cost of Admission to Games

Ninety-seven (53%) of the students said the admission price of a women's basketball game was satisfactory, 79 (43%) of the students said the admission price was too high and one (0%) student said the admission price was too low. One hundred twelve (61%) said they would not attend the women's basketball games if admission prices were lower.

Media

Two questions were asked concerning media: 1) From what forms of media do you receive the most information, and 2) From what forms of media do you receive the most information concerning women's basketball games? Weightings from both questions show that radio ranked highest with newspaper following in rank. Television was weighted highly as a media source of information but was not ranked as highly as a media source from which students learned of women's

basketball games. Table 14 shows the distribution of media forms from which respondents receive the most information. Table 15 shows the distribution of media forms from which respondents receive the most information concerning women's basketball.

Table 14. Media Form From Which Students Receive Most Information

<u>%</u>	<u>ITEM</u>	<u>RAW SCORE (%)</u>			<u>TOTAL WEIGHTING</u>
		<u>1st rank</u>	<u>2nd rank</u>	<u>3rd rank</u>	
70	Newspaper	35 (19)	56 (30)	37 (20)	247
51	Television	31 (17)	27 (15)	35 (19)	182
25	Poster	10 (5)	15 (8)	20 (11)	80
85	Radio	81 (44)	51 (28)	24 (13)	369
50	Word-of-mouth	13 (7)	33 (18)	44 (24)	149
13	Mail	1 (1)	12 (7)	10 (5)	37
3	Other	2 (1)	2 (1)	1 (1)	11

Table 15. Media Form From Which Students Receive Most Information Concerning Games

<u>%</u>	<u>ITEM</u>	<u>RAW SCORE (%)</u>			<u>TOTAL WEIGHTING</u>
		<u>1st rank</u>	<u>2nd rank</u>	<u>3rd rank</u>	
73	Newspaper	55 (30)	54 (29)	25 (14)	298
16	Television	8 (4)	11 (6)	10 (5)	56
28	Poster	10 (5)	22 (12)	18 (10)	92
72	Radio	68 (37)	44 (24)	20 (11)	312
50	Word-of-mouth	19 (10)	24 (13)	49 (27)	154
3	Mail	-	2 (1)	2 (1)	6
4	Other	5 (3)	-	2 (1)	17

Demographics

The 18-24 year old age group was the largest response group with 146 (79%) students. The 24-35 year old age group followed with

31 (17%) and the 35-44 year old group completed the responses with four students (2%). Of those students answering, 43 (23%) were freshman, 36 (20%) were sophomores, 38 (21%) were juniors, 48 (26%) were seniors and 16 (9%) were graduate students.

The male/female ratio was divided between 93 (51%) female responses and 88 (48%) male responses.

A majority of the students, 139 (76%) were single and 39 (21%) were married. Four (2%) students were divorced and none were separated.

Discussion

Target Markets

Taking into consideration the relatively short time women's basketball has been re-established in the United States and the rapid growth it has incurred, it would be wrong to point out one specific target market for women's basketball. Data analyzed showed few strong target markets, which indicated that the product is too new yet to focus on a specific market. Rather, many possible markets should be considered and monitored. As women's basketball grows, changes may occur that will appeal to a different target. Monitoring is important in developing a relatively new product so that new markets may be recognized.

Exchange Concept

Results indicate that because target markets were evident but not overwhelmingly strong, and because the women's basketball program is so new, the exchange concept between publics and team is untapped and undefined. It is good that this is so as a general indication of exchange with target markets given off by the research gives a direction which to aim the marketing strategy, but it also does not closely restrict the target markets which means a high potential for many target markets exists through exchange.

Results indicate that the possibility of establishing new target markets for women's basketball are encouraging, as approximately 50% of the randomly selected Bozeman publics and Montana State University students have not seen a women's basketball game. It should also be recognized that although these available publics are possible target markets, not all will become consumers of women's basketball. Women's basketball may not be able to offer an exchange of values to all people.

Of those randomly selected Bozeman publics and Montana State University students who had watched women's basketball, few had watched many games. Increased exposure of women's basketball games may increase interest in those people who have seen a game.

Results of questionnaires received from publics attending

games indicate that the largest age group attending games is the 18-24 year old age group. This indicates that because the majority of the student body is in this 18-24 year old age group, a high interest in women's basketball could be established on campus. College students in the 18-24 age group have been exposed to women's basketball in high school, therefore, the Montana State University women's basketball team could be an extension of basketball appreciation for many college students. This target holds high potential.

Occupational results of data indicate publics attending games were mainly professional people. Effort should be made to appeal to and increase this target.

Win/Loss

To see the women's basketball team win was not a major reason publics attended games. Therefore, the team is not limited to satisfying one want of the consumer, but rather is free to develop a quality program that can appeal to many targets.

Game Exposure

Questionnaires received from randomly selected Bozeman publics and randomly selected Montana State University students indicate that 57% of the publics and 48% of the students have not watched a women's basketball game. This indicates that those who have not

seen a game represent possible target markets. People who have not seen a game should be made aware of women's basketball through exposure to the game. This can be done by enticing people to a game, or bringing the game to the people through media.

Reasons People Do Not Attend Games

Randomly selected Bozeman publics and students cited lack of time and lack of interest as the two foremost reasons they did not attend games. In challenging the lack of time reason, the Department must know what they are competing against for people's time. If it is found that the events taking place on the same night as the women's basketball games are competing for the same target markets, arrangements may want to be made to avoid such conflicts whenever possible.

Exposure to games may combat the lack of interest reason people do not attend games. Because of the rapid advancement in quality women's basketball play, new interest may be found by people if the exposure is increased.

In discussing possibilities to alleviate the two reasons people ranked highest as why they did not attend games, it should be remembered that not all people can be swayed to follow women's basketball. But, by identifying why people do not attend games, and taking measures to alleviate those reasons, some people may discover

a new awareness of women's basketball and become interested in it.

Season Tickets

Review of literature states that season tickets can be varied to fit the needs and wants of the consumer and to best asset the team. Season tickets used by the Department should be modified from the method used in the last three years.

Game Knowledge

Literature states that 18-20% of the people attending games do not know how to watch a game. Measures should be taken at the games to inform people of rules changes and differences from other forms of basketball.

Montana State University Versus University of Montana

The Montana State University versus the University of Montana game played in Bozeman received the highest indication that publics had attended the game or planned to attend the game. Montana State University and the University of Montana are rival schools in athletics, which creates an interest in the community. This interest could be used to bring in people who have not considered attending a women's game. Because the game is with a rival school, some people may attend because of the rivalry. This would expose more people to women's basketball and possibly draw more consumers. Therefore, this

game should be promoted highly.

State Loyalty

Both randomly selected Bozeman publics and publics attending games indicated a strong sense of state loyalty in the team. Though the Department need not recruit only from in-state, players and coaches recruited from Montana may increase an affiliation/stability need of the publics.

Admission Cost

A majority of randomly selected Montana State University students said the admission price of games was too high. Because the students are a high potential market, price options should be made available to the students. Because the students have varied interests, these price offerings can be changed and modified to meet the needs of various target markets among the students.

The Team

A summarization of the strong points of the women's basketball team, listed by publics attending games, indicates a team charisma reflected by the team to the publics. Various adjectives were cited about the team, the coaches and the program that gave the sense of affiliation between team and publics. This could be used to the program's advantage in that promotion of the program carried out by the

team could be successful because of the charisma that the team has been indicated as having.

Radio

Radio was rated high as the media from which people received both general information and information concerning women's basketball. Past promotions indicate this media was used most by the Department. This media coverage should not only continue, but should also be expanded to include more promotional strategy. Also, target markets of the various stations should be analyzed and those markets appealed to in a way that would attract them to women's basketball games.

Newspaper

The newspaper ranked as a high source of information for all publics. Newspaper advertisement used by the Department should continue, but also increase.

Posters

Posters were listed highly by publics attending games as a media from which they received information. The majority of the publics attending games fit into the 18-24 year old age group which is also the age group most college students fit into. Therefore, students are responding that poster information is a major media on

campus. Because the college student target market is a high potential market for college women's basketball, much attention should be given to this media on the Montana State University campus.

Television

Though television ranked high as a media from which people gained information, it also is an expensive method of advertising. But because people regard it highly, efforts should be made to use as much television media as possible.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

Conclusions and recommendations are presented in report form. Recommendations consist of a suggested marketing strategy for the Montana State University women's basketball team, recommendations for further study of the suggested marketing strategy and recommendations for further study.

Conclusions

It was the purpose of this research to incorporate the past and present promotions used by the Montana State University Women's Athletic Department, determine wants and needs of consumers of Montana State University women's basketball team and from the information received, develop a suggested marketing strategy for the team.

Results of data were incorporated to show that the wants and needs of consumers of Montana State University women's basketball and the possible target markets of women's basketball can be identified. The study further showed that although target markets can be identified, they are also very undefined and limitless. Because possible exchanges between the publics and women's basketball team are many, potential target markets are many, resulting in high potential of support for the basketball program.

Recommendations

Recommendations consist of a suggested marketing strategy for the Montana State University women's basketball team, recommendations for further study of the suggested marketing strategy and recommendations for further study. The suggested marketing strategy presents suggestions for the women's basketball program to implement to meet the objectives of a marketing strategy. Recommendations for further study of the suggested marketing strategy give follow-up options for monitoring and expanding the suggested strategy. Recommendations for further study detail suggestions for possible research of marketing women's athletics.

Introduction to the Strategy

The marketing strategy presented takes into consideration the history of women's athletics and the emphasis women's administrators place on the educational aspect of athletics.

It should be recognized that a marketing strategy takes time to plan, develop and implement. Results of the strategy may not be seen immediately. Time is needed to implement a marketing strategy and time is needed for the strategy to take effect on the public. Upon completion of a basketball season, the results of the marketing strategy should be assessed and modified, or changed if necessary.

In developing a marketing strategy for the Montana State

University women's basketball program, geographical limitations were taken into consideration. Some marketing activities which may be possible in a highly populated area, would not be feasible for a sparsely populated area such as Montana State University and Bozeman, Montana.

Promotion of away games will not be highly encouraged as the distance traveled between game locations is considerable and energy and money can be more effective in promoting home contests when a marketing strategy is initially being implemented.

The product, the team, of the suggested marketing strategy has already been established by the women's athletic department. Therefore, two forms of marketing should be implemented to promote the product: 1) product marketing, and 2) professional marketing. The product has been developed by the Department, though it may constantly change, and the suggested professional marketing strategy is the result of this paper.

Finally, in developing a strategy for the Montana State University women's basketball team, both past promotions and analysis of data were taken into consideration.

The Strategy

The philosophy of this marketing strategy is to make available to the public a quality women's basketball program for which, in

return, support will be received from those publics. This support will enable the Department to enhance the women's basketball program, thus providing increased educational opportunity for students through athletics.

The objectives of a marketing strategy include 1) the selection of target markets, 2) the marketing mix which includes product, place, promotion and price, 3) execution, and 4) follow-up. The objectives are discussed and possible strategies are presented in the following paragraphs.

Target Markets. Target markets to be aimed at include those outlined in the discussion of data on pages 50 to 57 of this paper.

Marketing Mix. The product, place, promotion and price of the marketing mix will be dealt with individually. Suggestions for the strategy will be explained under each category.

1. Product. Although the marketing mix is broken down into four areas, product, place, promotion and price, it should be noted that place, promotion and price are part of the total product. Recognizing the relationship of the four areas, each will be addressed separately.

A marketing strategy for the women's basketball team holds much potential because the product may change from season to season.

This does not only mean the team may win or lose, but also means different types of teams may appeal to different markets.

In developing the product, the coaches should keep in mind when recruiting that state loyalty rated high as an appealing point of the program. The literature also states that people demand more of a quality product than an inferior product, which means that to obtain a quality product, coaches may, at times, need to recruit out-of-state. Both factors should be taken into consideration when developing the product.

2. Place. The place aspect of the marketing strategy refers to where the games are held. Montana State University women's basketball games are currently held in the Breeden Fieldhouse in Bozeman, Montana. The games should continue to be played at this location.

3. Promotion. Suggested promotion aspects and techniques will be broken into categories.

A. Athletic director/coaches/team members. Past promotions executed by the women's athletic director and coaches should continue but also increase. In addition, contact should be made and maintained with all media persons who could aid in increasing coverage of women's basketball and constant monitoring of media personnel

change should be established.

Women's basketball team members should be made aware of their potential in promotion of the women's basketball program. Team members could be an asset in promotion of the program as data indicated a strong relationship of the team to publics attending games. In addition to actually playing the game, team members should be aware of their role in representing the team and Department to the public.

B. Tradeouts. A tradeout is trading something the Department has to offer for something someone else has to offer. It is an exchange that excludes money. Athletic departments generally use tickets or free advertisement in trading for advertisements or other benefits. When a department decides to use tradeouts, control should be maintained so that tickets or advertisements are not given away in excess. Those tradeouts used by the Department should result in exposure to women's athletics to the public. As time passes and attendance increases, the use of tradeouts should be more closely monitored to continue to control the results which will best benefit the Department.

C. Media. Media promotions are an important part of the promotions package. The Department should continue media promotions already used. Consistency must be maintained in media promotions and current media trends should be implemented as they may help the Department. Coverage used by the Department could be changed or

increased to include the suggested ideas.

1.) Radio. It should be kept in mind that "everyone does not know the women's basketball team is playing on a certain night." Therefore, radio coverage should be extensive.

When announcing an upcoming game, the announcement can be structured to accomplish more than telling who, what, when and where. The announcement should begin with a statement concerning the team progress, a team member, or some aspect of women's basketball that may draw the listener's interest, followed by the statement with the game place and time. Following are two examples of possible radio clips:

- #1 "In basketball action this week, the Bobcat women will meet Oregon State Friday night at 7:00 p.m. in the Brick Breeden Fieldhouse."
- #2 "In basketball action, Montana State University center, (player's name), maintains her spot as conference scoring leader with (#) points this season. Begin your weekend Friday night when the Bobcat women take on nationally top-ranked Oregon State in the Brick Breeden Fieldhouse. Game time is set for 7:00 p.m."

In contrasting the two examples the first merely tells who, what, when and where. The second example does the following: 1) It tells the public that Montana State University has a leading conference player, 2) It tells that a Bobcat player's name is being made familiar to the public (creates affiliation), 3) It gives Oregon's credibility as a good team and the indication that the game will be

good, 4) When the public hears "Friday night" they may associate it with "weekend." By saying "Begin your weekend Friday night," the public will see it not as taking up the entire weekend. This may change the minds of those publics who do not come to games because of lack of time. 5) It supplies who, what, when and where.

Statement clips should include standard statements that can be used the entire season and also clips that are current with the team's progress. The more clips prepared for the radio, the larger the possibility of appealing to various target markets. It should also be taken into consideration when making the radio clips that different stations used for promoting the women's basketball team draw different listening audiences. For example, a station may draw country-western listeners, rock listeners or classical listeners. As stations appeal to different markets, the clip advertising to these different markets should take into consideration the exchange the women's basketball program could have with these markets and appeal to them in a way that would meet specific wants and needs.

Coaches and team members should be prepared for radio interviews. By being prepared for an interview, a coach or team member can present the women's basketball program to the public in a concise, intelligent way.

2.) Television. Television is a media not used extensively by the Department. Because cost of advertisement may not allow

extensive coverage, measures may be taken to "share" time with local advertisers at no cost to the Department. A package deal may be arranged with a sponsor. This deal could include support of the Department's program in conjunction with the sponsor's advertisement. In return for the sponsor's shared time, the Department can give the sponsor advertisement space in Departmental programs or other publications.

The sharing of time could include: 1) In a 20-second advertisement, 15 seconds devoted to the sponsor's product and five seconds devoted to women's basketball. 2) A visual announcement of game time during or immediately following the sponsor's advertisement.

In obtaining the maximum benefit from the television coverage already in use by the Department, when the coach and representative player(s) appear on the local talk show, a clip of Montana State University women's basketball action should be prepared to be shown. This is an example of getting the game to the public.

As in radio coverage, coaches and students appearing on a television interview should be prepared for the interview.

3.) Newspaper. Newspaper coverage used by the Department should be maintained and increased. In considering advertising cost, "piggyback" advertisements should be sought from advertisers using the newspaper. Piggyback advertisements are similar to sharing television advertisements. They are shared with another newspaper

advertisement at no cost to the Department. In deciding what advertiser to seek conjunction with, determine what business does extensive advertising and approach that business. In return for the sponsor's shared time, the Department can give the sponsor advertisement space in Department programs or other publications.

Coaches should not hesitate to call newspapers when a newsworthy event occurs, as newspaper persons may not be aware of all that is happening in all sports. Increased features concerning players will make the public more aware.

In cultivating an interest for women's basketball in the high school age groups, advertisement of games should be made in local high school papers. Once again, a trade-off can be made.

D. Actual game promotion. The women's basketball program can be promoted to those publics in attendance at the games. This promotion increases what the program has to offer to the publics.

A good announcer can enhance the game by announcing aspects of the game. For example, because literature says many people do not know how to watch a game, unfamiliar rules can be announced during breaks. Also, season progress of the team can be announced, as well as other items concerning the team which may be of interest to publics.

Halftime is a way to get a variety of publics to watch a game. Bringing in halftime entertainment gives people something to watch

and it introduces people associated with halftime performances to women's basketball.

E. General Promotions. The following is a list of general promotions which could be carried out by the Department.

1.) Blue/Gold games. In planning Blue/Gold games, the best time and place should be taken into consideration to get the best exposure in relation to cost.

2.) Concessions. Concessions should be easily accessible and it should be announced that they are available.

3.) Theme. A theme should be established for the team, or entire Department, that becomes familiar to the public. The theme should not denote win/loss.

4.) Bumper stickers. Bumper stickers should carry the theme established for the Department.

5.) Opening night. Special emphasis should be put on opening night for the first home game.

6.) Film clip. A film clip of the women's basketball team should be made to be used by coaches and athletic director when speaking at a function. The film could also be made available at a mall or other places attended by possible target markets. When showing the clip, a sign should be displayed giving upcoming game information. Schedule cards and ticket information should also be available.

7.) Specialty nights. Examples of specialty nights include men's night, high school night, youth night or senior citizen's night. It is a night where a group may be honored at a game and special recognition given.

8.) Rebate night. Rebate nights are another form of specialty night which may include half-price tickets for special things such as those people wearing Montana state University T-shirts.

9.) Christmas gift. Every season ticket holder should be sent two complimentary tickets as Christmas gifts. These tickets could be used as gifts by the ticket holder. The tickets should be for specific games and not include games played during Christmas vacation.

10.) Surrounding towns. Publicity used in Bozeman should be increased to include towns in the surrounding Bozeman area. Surrounding towns include Manhattan, Belgrade, Three Forks and others from which the distance to Bozeman is not too great that a round-trip is feasible in time and distance traveled in one evening.

11.) Media Guides. Media guides should be distributed in waiting rooms of businesses.

12.) Schedule cards. Cards should be made available for distribution to the public at businesses and other areas where possible target markets may frequent.

13.) Community night. A community night is a night when an entire community is honored at a game. This is a way to reach out to surrounding communities and involve them in the women's basketball program. Extensive promotion of the basketball contest and special night must be done in the community. Special people can be honored at the game and all of the attending community can be recognized.

4. Prices. The financial aspect of the marketing strategy will be dealt with in two sections, season ticket price and game admission.

Season tickets may be sold in a variety of ways. Three options are listed as possibilities.

A. Season tickets could be sold with an "incentive to buy" feature. An incentive to buy feature could be a coupon book of discounts given with each season ticket bought. Contents of the book of discounts should be solicited from local Bozeman businesses and related in some way to the women's basketball game or athletics in general. Examples of discounts could be a local restaurant offer of a free soft drink with the purchase of a sandwich after the game, or a ten percent discount on any purchase in an athletic store.

B. Mini tickets could be made available to the public. A mini ticket includes less games than a full season ticket and is, therefore, less expensive. Games to be included in the mini ticket

can vary with what the Department wants to promote. Some examples include: 1) conference games, 2) selected games that are expected to be good contests, 3) Saturday night games, or 4) mini tickets combined with certain contests in other sports in the Department.

C. A season ticket could be offered which allows the holder to attend a certain number of games of the ticket holder's choice. Ticket options may include a number of games at various price ranges. Another option could be specific sport tickets or tickets which allow admission to any Departmental sport event.

Not all of the above options should be implemented in one year. Options may be experimented with until one is found that satisfied both the public and the Department. It may also be found that as the product changes from year to year, ticket options may change to gain maximum benefit from the product.

When a ticket program has been decided upon by the Department, a full-scale effort should be made to sell the tickets. One way to do this is to solicit help from the community in selling the tickets. A community group, such as the Jaycee's, could be approached to sell tickets as a fund raiser for the Jaycee's. For tickets that they sell, they may keep a certain amount of money decided upon by mutual agreement of the Department and the Jaycee's. This method of selling tickets gets the tickets to people in the community that persons who usually sell tickets do not have connections with.

Items D through G are options for game admission:

D. Ticket give-aways. A deal could be made with local newspapers that five names will be placed in the classified section of the newspaper. Those people finding their name will be allowed one free admission to a basketball game.

E. High school. Special ticket prices could be made available to high schools in the surrounding area.

F. Restaurant discounts. Arrangements could be made with a restaurant or other place of business where target markets frequent that persons eating there may get a ticket deal. The place of business should cover all costs.

G. Friend discount. For every person who brings in five friends, that person obtains a free pass to one game. Requests must be made for this option.

H. Fund Raising. Fund raising is an aspect of marketing. Rather than several small fund raising activities for the Department to implement, one major event is suggested and outlined. This event should be a unified effort by the entire Department.

A golf tournament and auction is suggested as a fund raising activity for the Montana State University Women's Athletic Department.

Invitations to this event should be made to people in the community and surrounding area who, by their attendance, may cause others to participate. Invited guests should golf with no entry fee

charged them. Others who choose to participate should be charged an entry fee. Invited guests and members of the Departmental staff should be divided among golf groups of fee-paying participants.

Those guests invited by the Department could be those known by the community for some reason, or successful athletes who have graduated or are still in the Department. Once guests have been invited, the tournament should be promoted to appeal to the target markets of the invited guests.

Upon completion of the golf tournament, a social hour and silent auction should be held. A silent auction is one in which the goods to be auctioned are on display with a bidding card next to each item. Persons wanting to bid on the item would enter their bid on the card. The highest bid at the close of the silent auction gets the item.

The extent of items donated to the auction will depend on the extent of the auction. If much has been donated, a verbal auction may be held after or during the social hour, whichever allows people the most convenience to see items up for bid and to bid on them.

An evening dinner should be the climax of the auction. Once again, plates to the dinner should be sold. After the dinner, the final auction should be held. This auction should consist of elite or novel items, such as a weekend vacation at a donated condominium at a local or distant ski resort. This area holds much potential and

novel items could be a drawing card for many people.

The work behind such a fund-raiser is great. Invited guests must be chosen carefully so as to attract wanted persons who are able to financially participate in the days festivities. Also, invited guests should include those who will be able to financially participate in the auction.

Donations for the auction should be solicited over the entire state and can be done by coaches traveling for recruiting or public relations reasons. Once again, the Department should pay for as little as possible and arrange for donations to sponsor the event. The event should be held in the spring as this will allow for planning and gathering donations.

A concerted effort by the entire Department is needed to sponsor this fund-raising event. The event can become an annual event if a yearly assessment proves to be successful. Modifications can and should be made to meet the needs and wants of the consumers of the event and to satisfy the Department.

Execution. Execution of the marketing strategy must be planned by the Department. One thing should be taken into consideration: The responsibility for marketing a program belongs to the athletic administrators and the coaching function belongs to the coaches. This idea delegates responsibility but does not exclude

coaches and players from becoming involved in marketing areas.

Much of the execution of the suggested marketing strategy will require the athletic director, assistant athletic director, coaches and sports information director working together. On other aspects of the strategy, each will work separately. It should be recognized that some policies affecting basketball also affect other sports in the Department and will, therefore, be dealt with as a Department. Listed in report form are the responsibilities that should individually be assigned the athletic director, assistant athletic director, coaches and sports information director.

1. Athletic Director. Policies and ethics of the marketing strategy should be guided by the athletic director and this person should be responsible for all marketing activities of the Department. Specific areas that should include the athletic director's attention are policies of a trade out system, Departmental theme, admission policies and fund raising. These areas should be dealt with by the athletic director in conjunction with the Departmental staff.

The Department should decide policies on trade outs. The policies should be made to meet not only the needs and wants of consumers, but also to meet the best interests of the Department. These trade out policies should be assessed each season and modified accordingly. Because trade outs are a powerful promotional tool,

care must be taken to control trade outs so they will not be abused. Therefore, the athletic director should have direct control over trade out policies.

A theme, probably a one-time decision, should be approved by the athletic director. The theme should reflect the entire Department and not denote win/loss.

Because admission policy options are numerous and varied and are a great potential income to the Department, the athletic director should be responsible for input in this area. Also, the admission policy will probably reflect all Departmental sports rather than just basketball, therefore, the athletic director must see that the admission policies can be fitted to suit all sports. If it is decided by the Department to solicit the help of an outside group to help sell tickets, the athletic director may want to be involved in this area, as it offers great potential for consumer awareness and monies into the Department.

The fund raising suggestion given in this paper is one of great planning and effort. The athletic director should have control over this function though the majority of the work will be planned and carried out by the assistant athletic director and other staff members. The athletic director should be responsible for extending invitations to guests of the golf tournament and auction and should be a participant of the event rather than a worker at the event.

In addition to the specific areas listed, the athletic director is also responsible for public relations of the Department. This includes members of the community and staff and, more specifically, media persons and business persons of the community. The athletic director's position in the marketing strategy is one of overseer of the entire Department and strategy.

2. Assistant Athletic Director. The assistant athletic director should work with the athletic director in the planning of the marketing strategy, but the majority of the implementation should be the responsibility of the assistant athletic director.

The assistant athletic director should be responsible for the same public relations as the athletic director. This is especially important for the assistant athletic director because it is this person who should mainly be responsible for soliciting money and actually making trade outs with local business persons. Arrangements for shared newspaper and television space should be the responsibility of the assistant athletic director. Film clips financed, made and shown should be planned by the assistant athletic director in conjunction with the coaches. The planning of all general promotion listed should be the responsibility of the assistant athletic director as well as promotion in the surrounding communities. Actual game promotions should be planned by the assistant athletic director.

The assistant athletic director must be able to work in close conjunction with the coaches and sports information director to carry out the promotions and advertising.

3. Sports Information Director. The sports information director is responsible for the media aspect of the marketing strategy as listed in the media portion of this paper. Public relations with media persons in the community should be extensive.

The sports information director should be the middle person between the assistant athletic director and the coaches when preparing program information for radio and television advertisement and game announcement information. The sports information director should receive the current season information from the coaches, write the information into presentable form and submit it to the assistant athletic director for final approval and submission to the appropriate source.

The sports information director should also work with the coaches and team members to prepare them for television and radio interviews.

4. Coaches. The main responsibility the coaches have to the marketing strategy is the development of a quality product.

Public relations is an important part of the coaches responsibility as questionnaire's data indicated an affiliation of publics

attending games to the coaches. Therefore, the potential is great for the coaches to successfully promote the women's basketball program.

The coaches are responsible for submitting to the sports information director basic information concerning the program for radio, television clips and actual game announcement clips. The coaches may also want to work with the sports information director in preparing the clips for presentation.

Newspapers should be made aware of game scores and other information which may be feature story possibilities. Coaches should also work with the sports information director to prepare themselves for television and radio interviews.

Though it should be the main responsibility of the assistant athletic director to make contacts with businesses for advertisement and promotional reasons, the coaches may also help in this area if their contact with businesses would be more influential in soliciting help for the program.

Team Members. Team members should be made aware of the potential they have for team promotion, based on the indication of strong affiliation between publics attending games and team members. Effort should be made to prepare team members for television, newspaper and radio interviews and team members should also be ready to speak, when invited, at various community functions.

Follow-up. Once the marketing strategy is executed, constant monitoring of people's wants and needs must be established. This is especially important as the product may constantly change. Suggestions for follow-up are included in further recommendations in this study.

Further Recommendations in Study

Possible target markets have been identified from the 1980-81 women's basketball program. It has been stressed that although these markets should be appealed to, they may also change and expand to include other markets. Close monitoring of the women's basketball consumers will reveal present and possible markets to be appealed to in the future. Therefore, an evaluative tool should be devised to monitor consumers changing desires to best meet their wants and needs.

In addition to devising an evaluative tool to monitor women's basketball consumers, a tool should be devised to explore possible markets that are not women's basketball consumers. This includes Bozeman publics and Montana State University students who do not attend women's basketball games.

It was not stressed in this paper that women's basketball consumers should be urged to attend away games. As fan attendance increases to women's basketball home contests, promotional efforts should be concentrated in support of women's basketball at contests

away from Bozeman. Study should be done to explore ways that will best accomplish this promotional task.

The present and possible target markets listed do not entail further cross tabulations which should be computed with the data gathered from the questionnaires. Further cross tabulations could be done to determine all demographics against all wants and needs that consumers listed on questionnaires. For example, it could be determined by cross tabulation the most popular form of media from which males receive the most information as opposed to the most popular form of media from which females receive information. Or, it could be determined through cross tabulation the most popular form of media from which persons over 55 years of age receive the most information as opposed to the most popular form of media from which persons 18-24 years of age receive the most information.

A closer study of demographics against other collected data will result in more specific target markets and will enable the Department to focus the marketing strategy on those more specific markets. More specific information will enable the Department to more effectively promote present and possible target markets.

It is the purpose of athletics to provide educational opportunity through the athletic experience. A marketing strategy should not deter that purpose, but rather enhance it. But, a marketing strategy used abusively may harm or mislead the education of the

student-athlete by exploitation. As a marketing strategy should be monitored for effectiveness, the marketing strategy should also be evaluated to ensure that procedures practiced are within the ethical administration of the Department. This check on the Department and marketing strategy will ensure the purpose of athletics to provide educational opportunity through athletics.

Recommendations for Further Study

It is important that those implementing a marketing strategy be knowledgeable of the science of marketing. An entire Department knowledgeable of marketing would be more effective than if only the athletic director or assistant athletic director were knowledgeable in the marketing area. Therefore, study should be done from a managerial standpoint on how to best educate coaches and other athletic personnel in the marketing area related to athletics. Through this study, a marketing handbook should be developed for use by the Department.

Promotions may be constantly used because they have been adopted as standard promotions and because no other methods of promotion are known by the Department. An in-depth study of current Departmental promotions should be made and those promotions which cannot be proved effective, should be abandoned and those that can be proved effective, should continue. Changes for current promotions should be made to best utilize that money and effort spent by the Department.

As this study concentrated on the Department's women's basketball program, other sports within the Department should be studied to determine a marketing strategy. As some marketing aspects involve individual sport areas and some involve the Department as a whole, the end result should be a marketing strategy for the Montana State University Women's Athletic Department with marketing concentration in individual sports.

APPENDIX A

Interview Question

What forms of promotion have been used to promote the Montana State University Women's basketball program in the years 1978-81?

APPENDIX B

Questionnaire 1, Publics Attending Women's Home Basketball Games

Please take a few minutes to fill out this questionnaire. If you need a pencil, there are a few available at the questionnaire table. Please return them. Leave the completed questionnaire in a box provided on the questionnaire table. Your cooperation is appreciated.

1. Choose the THREE most important reasons why you are interested in attending a women's basketball game. Rank your choices in order of importance, with number one being the most important reason.

- A relative is participating
 A friend is playing
 I enjoy watching basketball
 I am a former basketball player
 I play basketball
 I am following a winning team
 I came to relax/take a study break
 Other (explain) _____

2. Mark those home events you have attended or plan to attend.

- Eastern Montana College, Dec. 30
 College of Great Falls, Jan. 2
 University of Alaska/Anchorage, Jan. 7
 University of Alaska/Anchorage, Jan. 8
 Eastern Washington University, Jan. 15
 Washington State University, Jan. 17
 Oregon State University, Feb. 5
 University of Oregon, Feb. 7
 University of Montana, Feb. 12
 Boise State University, Feb. 20
 Portland State University, Feb. 21

3. Do you attend games/tournaments AWAY from Montana State University?

YES. If yes, rank the most important reasons you attend, with the most important reason being number one.

NO. If no, rank the most important reasons you do not attend, with the most important reason being number one.

- | | |
|---|---|
| <input type="checkbox"/> A relative is participating | <input type="checkbox"/> Too far to travel |
| <input type="checkbox"/> A friend is playing | <input type="checkbox"/> Too expensive |
| <input type="checkbox"/> I enjoy watching basketball | <input type="checkbox"/> Lack of transportation |
| <input type="checkbox"/> I am a former basketball player | <input type="checkbox"/> Lack of interest |
| <input type="checkbox"/> I play basketball | <input type="checkbox"/> Other (explain) _____ |
| <input type="checkbox"/> I am following a winning team | |
| <input type="checkbox"/> I came to relax/take a study break | |
| <input type="checkbox"/> Other (explain) _____ | |

4. How were you informed of this game? Rank the THREE ways in which you received the most information, with the most informative being number one.

- Class announcement
 Word-of-mouth
 Poster
 TV
 Radio
 Newspaper
 Other (explain) _____

5. The cost of admission to this game is:

(1) _____ too high (2) _____ too low (3) _____ satisfactory

6. What do you feel the cost of admission to this game should be?

7. What do you feel are the strong points of the Montana State University women's basketball program?

8. Could you describe briefly any changes you would like to see in the Montana State University women's basketball program.

APPENDIX C

Questionnaire 2, Randomly Selected Bozeman Publics

1. Are you currently a student at Montana State University?

(1) _____ Yes (2) _____ No

2. Have you filled out a questionnaire concerning Montana State University's women's basketball team in the last three months?

(1) _____ Yes (2) _____ No

3. Are you aware that Montana State University has a women's intercollegiate basketball team?

(1) _____ Yes (2) _____ No

If no, would you attend games if you had known there was a team?

(1) _____ Yes (2) _____ No

4. Have you ever watched women's basketball?

(1) _____ Yes (2) _____ No

If yes, what do you like best to watch in women's basketball?

If yes, what do you like least to watch in women's basketball?

If no, what do you think you would like best to watch in women's basketball?

If no, what do you think you would like least to watch in women's basketball?

5. If you do not attend games, rank the THREE main reasons you do not, with the most important reason being number one.
- | | |
|----------------------------------|---------------------------|
| _____ (1) Lack of time | _____ (4) Too expensive |
| _____ (2) Lack of interest | _____ (5) Other (explain) |
| _____ (3) Lack of transportation | _____ |
6. The cost of admission to the women's basketball games is \$3.00 for adults and \$2.00 for students. Do you think this amount is:
- (1) _____ Too low (2) _____ Too high (3) _____ Satisfactory
- If you do not attend MSU's women's basketball games, would you attend if the prices were lower? (1) _____ Yes (2) _____ No
7. People are exposed to different forms of media each day. Rank THREE of the following forms of media from which you receive the most information, with number one being the most informative.
- | | | |
|---------------------|-------------------------|-----------------|
| _____ (1) newspaper | _____ (4) radio | _____ (7) Other |
| _____ (2) TV | _____ (5) word-of-mouth | _____ (explain) |
| _____ (3) posters | _____ (6) mail | _____ |
8. Rank THREE forms of media through which you have heard the women's games publicized, with number one being the most informative.
- | | | |
|---------------------|-------------------------|-----------------|
| _____ (1) newspaper | _____ (4) radio | _____ (7) Other |
| _____ (2) TV | _____ (5) word-of-mouth | _____ (explain) |
| _____ (3) posters | _____ (6) mail | _____ |
9. Are you a former basketball player? (1) _____ Yes (2) _____ No
10. Are you a Montana State University alumnus? (1) _____ Yes (2) _____ No
Are you an MSU scholarship donor? (1) _____ Yes (2) _____ No
11. What is your age? _____. What is your sex? (1) _____ Female
(2) _____ Male
12. What is your marital status? (1) _____ Single (3) _____ Divorced
(2) _____ Married (4) _____ Separated
13. What is your occupation? _____

APPENDIX D

Questionnaire 3, Randomly Selected Montana State University Students

1. Have you filled out a questionnaire concerning Montana State University's women's basketball team in the last three months?

(1) _____ Yes (2) _____ No

2. Are you aware that Montana State University has a women's inter-collegiate basketball team?

(1) _____ Yes (2) _____ No

3. Have you ever watched women's basketball?

(1) _____ Yes (2) _____ No

If yes, approximately how many games? _____.

If yes, what do you like best to watch in women's basketball?

If yes, what do you like least to watch in women's basketball?

If no, what do you think you would like to watch best in women's basketball?

If no, what do you think you would like least to watch in women's basketball?

4. If you do not attend games, rank the THREE main reasons you do not, with the most important reason being number one.

_____ (1) Lack of time	_____ (4) Too expensive
_____ (2) Lack of interest	_____ (5) Other (explain) _____
_____ (3) Lack of transportation	_____

5. The cost of admission to the women's basketball games is \$3.00 for adults and \$2.00 for students. Do you think this amount is:

(1) _____ Too low (2) _____ Too high (3) _____ Satisfactory

If you do not attend MSU's women's basketball games, would you attend if the prices were lower?

(1) _____ Yes (2) _____ No

6. People are exposed to different forms of media each day. Rank THREE of the following forms of media from which you receive the most information, with number one being the most informative.

_____ (1) newspaper	_____ (4) radio	_____ (7) Other
_____ (2) TV	_____ (5) word-of-mouth	(explain) _____
_____ (3) posters	_____ (6) mail	_____

7. Rank THREE forms of media through which you have heard the women's games publicized, with number one being the most informative.

_____ (1) newspaper	_____ (4) radio	_____ (7) Other
_____ (2) TV	_____ (5) word-of-mouth	(explain) _____
_____ (3) posters	_____ (6) mail	_____

8. Are you a former basketball player?

(1) _____ Yes (2) _____ No

9. What is your age? _____. What is your sex? (1) _____ Female
(2) _____ Male

10. What is your marital status? (1) _____ Single (3) _____ Divorced
(2) _____ Married (4) _____ Separated

11. What is your year in school?

(1) _____ Freshman
(2) _____ Sophomore
(3) _____ Junior
(4) _____ Senior

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