



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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Paula K. Pace

Date

March, 1982

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

by

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A thesis submitted in partial fulfillment
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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.

