

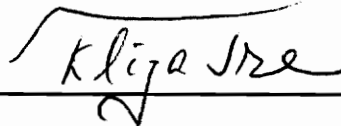
**ASSESSING THE HOTEL REQUIREMENTS OF PROFESSIONAL SPORTS
TEAMS FOR THE HOTEL INDUSTRY**

by

Tosporn Summa

**Thesis submitted to the Faculty of the
Virginia Polytechnic Institute and State University
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(ABSTRACT)

The sports market can produce a consistent and lucrative market for the hotel industry which now is experiencing slow growth and intense competition. In addition to generating revenues, hosting professional sports teams provides excellent public relations and prestige for hotel properties. An extensive literature search indicates that there is a need for descriptive research on targeting professional teams markets within the hotel industry. The purpose of this study was to identify the professional sports teams' needs (the requirements they seek) when selecting hotel accommodations. Then, based on the findings of the study, the information was presented as a guide for hotel executives to enhance their marketing strategies in capturing these markets. Also, the findings hoped to make a contribution to the growing body of knowledge of the sports market within the hotel industry.

Baseball, football, and basketball were the top three popular sports in terms of attendance in 1988-1990 in the

United States; therefore, the sample for this study was 28 Major League Baseball teams, 28 National Football League (NFL) teams, and 27 National Basketball Association (NBA) teams. The principal research tool was a mail survey. Also, telephone interviews were implemented to gather in-depth information and to provide a follow-up of the survey.

The results of the study showed that each professional team has different requirements depending on the type of sport. Moreover, individual team policies determine the services a team will want during its stay at a hotel. It is apparent Major League Baseball teams generate the most revenue for the hotel industry compared to the NFL and the NBA teams.

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CHAPTER 1. INTRODUCTION

This chapter provides an introduction to the research study. It starts with the problem statement which represents the justification for this study. Then the purpose of the study is presented providing the framework for the research effort. From this research questions are addressed. In addition, the hotel industry, the potential of the sports market, and hotel attributes are discussed. Finally, the contributions of the study are stated.

PROBLEM STATEMENT

The hotel industry is a maturing industry with slow growth and increased competition for market shares (Sirkis & Race, 1982; Tse & Olsen, 1991). Hotel executives face strong competition and ever-changing markets. New hotels and motels on both ends of the economic scale seem to force specialization, especially in the past few years because of the recession and Persian Gulf War. According to Parr (1983), shifting population patterns brought on by high unemployment and high energy costs have caused a decrease in the market for individual leisure travel, vacationers, and the number of

inclusive tour and foreign inclusive tour customers, creating high competition for group business.

In order to increase business, the hotel industry is seeking alternative markets to target. The sports market segment appears to be one of the potential group markets for the hotel industry. The sports market is composed of team sports and individual sports at both professional and amateur levels. It also includes accommodating visiting fans and members of the press and providing for pre-game meals, team meetings, booster meetings, awards banquets, and rallies (Hoyle, Dorf, & Jones, 1989). According to Bill Bohde, Director of Marketing for the Greenbelt Marriott in Maryland, there are numerous benefits to having sports teams stay at the hotel. They provide winter business, fill rooms during the weekends, spend a lot on food and beverages, and draw fans which generate extra revenue (O'Dwyer, 1991).

Although the market is made up of both individuals and teams, sports teams make up the major portion of the sports market. It appears that different teams require different things. Their needs are unique and vary depending on the type of sport and the institution supporting the team. Individual team policies determine the services a team will want during its stay at a hotel (Shaw, 1986). Since the sports market is unique and lucrative, hotels should position themselves to target this market.

Articles from the trade press have indicated the potential of the professional sports teams as a market for the hotel industry (Selwitz, 1989, 1990; Deckard, 1990; O'Dwyer, 1991). However, based on an extensive literature search, there are no empirical studies either on what hotels provide or on the hotel requirements of professional sports teams. At best, there is one dissertation that studied marketing strategies of successful health-recreation sport hotels and their systematical and continuous public relations (Drescher, 1993). Still, it was not related in terms of the sports market that has been described above. Moreover, the empirical studies that were found seek to identify how business travelers and senior citizens select hotels based on hotel attributes and how hotels cater to their needs (Cadotte & Turgeon, 1988; Ananth et al., 1992; McCleary & Weaver, 1991, 1992). Therefore, it is realized that there is a gap in this area that requires further research for the hospitality industry. Thus, this study intends to determine team requirements and make recommendations to the hotel industry regarding what hotel could do to attract this market.

PURPOSE OF THE STUDY

According to Shaw (1986), professional and collegiate

sports continue to dominate the sports market. This study intended to study specifically pro baseball, pro football, and pro basketball because: 1) Hosting professional sports teams is a major means of boosting a hotel's bottom line (Selwitz, 1989); 2) Professional teams, such as the NFL, the NBA, and Major League baseball generally stay at a hotel longer than collegiate teams and influence friends, fans, and booster clubs to use accommodations and facilities (Parr, 1983); and 3) In terms of sports attendance from 1988-1990, baseball drew the largest crowds, followed by football, and then basketball (Figure 1).

The framework of this study focuses on professional teams, particularly teams from Major League baseball, the National Football League (NFL), and the National Basketball Association (NBA). Therefore, this study is designed to:

- 1) Compile data about professional teams and identify
 - a) the type of professional teams that generate the most revenue for a hotel;
 - b) their requirements when they select hotels;
 - c) hotel services and facilities that have been inadequately provided or not provided at all;
- 2) Provide a guide to persuade a professional teams to stay at a hotel.

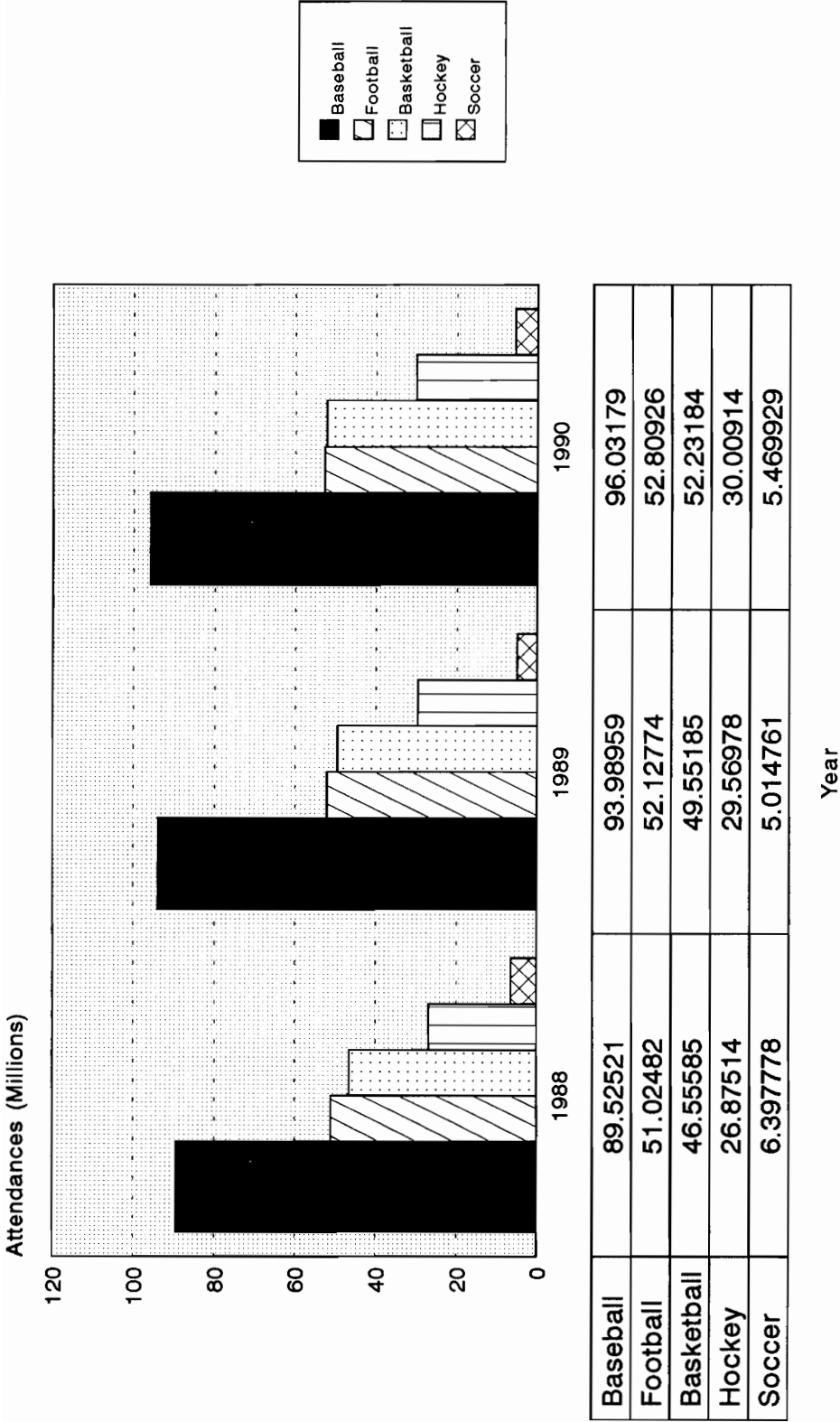


Figure 1.
Sport Attendance, 1988-1990
 Source: Sport Market Place 1992, pp. 557

RESEARCH QUESTIONS

The sports market is unique in that their requirements are different compared to other markets, for example, business travelers, leisure travelers, and convention and meeting business. In addition, each type of sport has different requirements, even teams in the same sport require different things when they select hotel accommodations. Thus targeting this market is a challenge for hotel managers. Therefore, understanding the needs of the professional sports teams is one of the most difficult tasks hotel managers face. This study attempts to assess the hotel requirements of professional sports teams--The Major Leagues, the NFL, and the NBA. Research questions that guide this study are:

- 1) What type of professional teams generate the most revenue for a hotel?
- 2) What are the requirements that professional teams seek when selecting hotels?
- 3) What hotel services and facilities have been inadequately provided or not provided at all?
- 4) Based on the study, what could hotels do to attract this market?

THE HOTEL INDUSTRY

The U.S. lodging industry is highly fragmented, with an estimated 44,300 establishments operating in the United States in 1988, ranging from roadside motels with a few rooms to urban hotels with more than 2,500 rooms. About 2.82 million rooms were established by mid-1988, including about 300,000 rooms that were seasonally available (The American Hotel and Motel Association, 1988). Therefore, whether a hotel is situated in an area of declining population and business closures or in a fast growth area with an abundance of new hotels, it must deal with essentially the same problem--an unstable market.

According to Horwath International's 1993 Worldwide Hotel Industry Report, worldwide annual room occupancy declined to 61.6 percent in 1992 compared to 61.9 percent in 1991. Both figures compare poorly with 1989 level of 65 percent. Average daily room rates also decreased from US\$75.49 to US\$72.20. In addition, the composition of the market shows a marked five-year decline in the percentage of business travelers, conference delegates and government officials from 56 percent in 1988 to nearly 49 percent in 1992 (H&MM, 1993).

The key to improving a disappointing financial statement is greater efficiency in marketing segmentation (Parr, 1983). Segmentation has contributed to the growth in room supply as

each company seeks to be represented with each of its products in all major markets. Hotel companies are competing by developing specialized products for particular markets and by curtailing investment and services in some areas, principally food service, to permit competitive rates even with upgraded guest rooms. The greatest problem in the hotel business is developing new ways of balancing room rates and lodging value to meet consumers' current needs and preferences (Powers, 1988).

According to Garvey (1986), in recent years market segmentation has gained in popularity, particularly in service industries. Market segmentation is driven by merchandising. Merchandising is defined here as the adjustment of a product or services offering to satisfy consumer needs. The service industries first looked towards merchandising because, by their very nature, human beings come in different sizes and shapes and the service industry naturally had to adjust its products to satisfy these customers' different needs.

In order to survive in today's difficult environment with growing competitive pressures and competitive marketing strategies, comprising strategies that focus on the hotel market's competitive position is a must for hotels whether they are market leaders, challengers, followers or nichers (Meidan & Lee, 1982). Therefore, looking for new potential niches is a good idea for market leaders in order to expand

their market shares, take away others' business and be a dominant institution in the business.

Successful hotel management companies have tended to concentrate on a number of strategies. The major ones are: 1) achieving unit and system operating efficiencies which enable them to offer travellers better value for money while at the same time generating funds to support more intensive advertising and the acquisition of high quality sites for expansion; 2) segmenting markets and developing new products; 3) consolidating their position in certain markets with targeted unit development and marketing programs; and 4) disposing of properties no longer appropriate to portfolios (The Economist Intelligence Unit, 1991).

THE POTENTIAL OF THE SPORTS MARKET

There are only a few articles published about the sports market within the hotel industry, for example, those by Parr (1983), Shaw (M) (1986), Burgsman (1988), Hoyle, Dorf, and Jones (1989), Shaw (R) (1989), Selwitz (1989,1990), Deckard (1990), and O'Dwyer (1991). These writers agree that the sports market is a potential market for the hotel industry, especially in cities where an athletic environment such as professional, collegiate, or high school sports exists as an

important part of community life.

A team is looking for discounts and convenience while a hotel is looking for prestige as well as room nights. It was indicated that hosting pro teams ensures approximately 4,000-5,000 room nights annually (Deckard, 1992). The impact of sports business goes far beyond the dozens of rooms the players occupy because a) the image of the hotel rises appreciably when it is known as the headquarters for professional teams; b) the hotel would also draw fans who follow the teams on the road, plus a surprising amount of local bar, food and beverage business from those who stake out the hotel waiting for a chance to see or get an autograph from their favorite players; and c) each sport tends to create business during periods when hotels could use a boost. Major League baseball is mainly a summertime situation which is usually an off-time for city hotels, and since football is played during weekends it fills another space niche perfectly (Selwitz, 1989).

In Chapter 2, information will be presented about the sports market in general and then individual sports in particular.

HOTEL ATTRIBUTES

The review of literature revealed that no single study had been conducted about hotel services and facilities (attributes) in terms of the sports market requirements within the hotel industry. At best, literature indicated several studies that have been conducted to identify how travelers select hotels. Lewis (1983 & 1984) studied hotel attributes related to guests' complaints and compliments, and hotel selection. Knutson (1988) determined what frequent travelers want and what keeps them coming back. To help managers improve guest satisfaction, Cadotte and Turgeon (1989) identified key attributes that most likely earn compliments or complaints. Evans and Murrmann (1989) determined whether personal care amenities are important in the selection of hotels. Taninecz (1990) conducted a business travelers' survey to determine a business person's rating of elements of travel that affect preferences and hotel habits. McCleary & Weaver (1991 & 1992) conducted business travel and frequent travelers' surveys. Shoemaker (1984), Ananth et al. (1992), and Gustin & Weaver (1993) focused their studies on the senior market.

According to Lewis (1985), characteristics that discriminate between different hotels may be quite different from items listed as important in a general sense and are

quite likely to vary by hotel and market segment; each target market has different needs in terms of hotel attributes. Thus the aforementioned research was used as a guide for this study to determine how different groups of professional sports teams have specific needs that require various hotel services and facilities.

CONTRIBUTION OF THE RESEARCH

This research study makes a contribution to the growing body of knowledge on targeting the sports market for the hotel industry since the results of the study provides additional information. In addition, it opens the doors for future research. Furthermore, this study increases awareness of hotels about the potential of the sports market so that hotels can consider it as one of their target markets. The findings will be useful for hotels as a guide in fulfilling professional teams' requirements and in planning to target the sports market.

SUMMARY

At present there is no published research focusing on professional teams' needs concerning the use of hotel accommodations. Because the hotel industry is in a maturing stage, the sports market seems to be a potential group that hotels can target to boost their bottom lines. The purpose of this study is to compile data about professional teams and identify their needs for the hotel industry. The theoretical base used as a framework for this study consisted of sports market and hotel attributes. Finally, the contributions of this study are stated.

CHAPTER 2. LITERATURE REVIEW

The objective of this chapter is to review current literature that pertains to the sports market as a potential market for the hotel industry. First, the historical evolution of sports in the U.S. is discussed in order to provide background of sports in the United States, followed by descriptions of baseball, football, and basketball. Then the sports market is discussed to show its development, including the details of professional sports teams. Requirements of different sports teams are also discussed. Finally, the literature of hotel attributes that seems to relate with this study is examined.

HISTORICAL EVOLUTION OF SPORT IN THE U.S.

The following is an account of The Literature of Sport, by Su (1992). "Sport" is an ambiguous term that has no standard definition. Generally, it is agreed that sports are competitive and formalized games requiring physical skills. In America, native Americans used sports as ceremonial or ritual activities to express attitudes and values. Native American cultures valued physical prowess so games and sports

had an important role in daily and ceremonial activities.

On the frontier, life involved sporting contests such as plowing contests and logging competitions that developed in conjunction with work. In the cities, urban dwellers were affected by the industrial revolution. It is well documented that during the mid-1800s the rise of sport for the general populace began. Competition developed in such sports as tennis and bicycling for both sexes and over time these sports increased in popularity. Athletic clubs also grew in abundance. The number of clubs made possible a new mission--training for competition in track and field events.

The first intercollegiate competition, a crew meet between Harvard and Yale, was recorded in 1852. This marked the first step in the gradual evolution of competitive American sport. Intercollegiate sport, after that first meet, grew with the emergence of industrial America. Colleges and their sports took on many of the features of the larger America and its capitalistic rush for wealth, power, recognition, and influence.

Sporting events such as baseball, prize fighting, and horse racing were transported to different regions of the country with the advent of the railroad and resulting western expansion. In 1869, the first professional baseball team was formed. About the same time, park and recreation activities sprung up in communities across America and by 1896 the modern

international Olympics were initiated. Between World War I and World War II, sports became an acceptable vehicle of education.

Almost single-handedly the new electronic medium revolutionized the economics of big-time sports; soaring television revenues helped induce numerous franchise shifts and a rapid increase in the number of professional sport franchises. The media received the protection of the copyright law with the passing of the Media Copyright Act of 1976 which gave sports organizations a right to copyright the broadcasts of their games or contests.

Sports have a political dimension as well. Sports have always been seen as a visible and effective means to communicate national and international policy. Sports are perceived by businesses and communities as a revenue-producing venture, and they have lobbied for policies to protect their investment. Amateur and professional sports are items on the agendas of various public policy-making institutions, and sports activities are affected in myriad ways by public policy decisions. Sports also promote a feeling of community attachment and goodwill among citizens, as well as providing the impetus for surges of patriotism, and national pride in general, as evidenced by the Olympics.

DESCRIPTIONS OF THE THREE TYPES OF SPORT

As stated in Chapter 1, this study concentrates on only three sports--baseball, football, and basketball--because of their widespread popularity with Americans. The descriptions of these sports are given below.

Baseball

Baseball is an outdoor sport played in the United States, Canada, and other parts of the world. Millions of fans watch major-league baseball games in parks or on television during each season which lasts from early April to late September. The World Series, played annually in October between the champions of the two major leagues, the American and National, is one of the most important sports events in the world. There are also minor professional leagues that serve as a training ground for the "majors," many semiprofessional teams, and thousands of college, high school, and other amateur teams.

Baseball has been a leading American sport since shortly after the formation of the National League in 1876. It evolved in the last half of the 19th century from two slow-paced English games, cricket and rounders. Its emphasis on skill and on clean, hard play, strictly governed by officials

of unquestioned honesty and authority, did much to raise the level of all professional athletics in the United States. It was beset by scandal on one noteworthy occasion--in 1919--but moved quickly to remedy the situation.

A baseball team has nine players: pitcher, catcher, first baseman, second baseman, third baseman, shortstop, left fielder, center fielder, and right fielder. The game is played by two teams and the object of the game is to score more runs than the opposition. A run is scored when a player makes a complete circuit of the bases. A game includes nine innings, during which both teams have turns at bat. If both teams have the same score after nine innings, play continues until the tie is broken (Jennison, 1970).

Football

In the United States football refers to a popular sport developed from soccer and rugby but with its own rules, traditions, and color. The same game, with the same variations described, is also played in Canada. Football in the United States is played by hundreds of colleges and universities and by countless professional, semiprofessional, high school, grade school, and sand lot teams. The number of players in the field for each team varies depending on level; For example, athlete professional level, the game features an

eleven-man team, while athlete high school level it can range from six men to eleven men.

Large crowds are common at college and professional games. More than 100,000 spectators have seen contests at the Rose Bowl in Pasadena, California; the Los Angeles Memorial Coliseum; the University of Michigan stadium in Ann Arbor; and the John F. Kennedy Memorial Stadium in Philadelphia, site of the annual Army-Navy game. Annual attendance exceeds 32,000,000 for college games and 10,000,000 for professional games. Millions more watch college and professional contests on television. The games are often only part of colorful spectacles. Marching bands, cheerleaders, cheering sections, and card stunts (performed by students who sit together and flash colored cards at a signal to form a pattern) add to the festive air (Jennison, 1970).

Basketball

Basketball is a game played by two teams composed of five members each. The object is to score points by tossing a ball into the opposing team's basket while preventing the opposing team from scoring. Each successful toss (field goal) counts two points; a successful attempt to throw the ball into the basket from the free-throw line, after an illegal play, counts one point. The game is played in 20-minute halves, separated

by an intermission. The team with the higher total at the conclusion of the regulation period of play is the winner. In the event of a tie at the 40-minute mark, a 5-minute overtime period--or as many as are necessary--is played to determine the winner. Professional teams play 12-minute quarters.

Today the contributions to the positive image of the game made by professionals have received full recognition. It is known as one of the most popular sports in the United States (Jennison, 1970).

SPORTS MARKET AND THE HOTEL INDUSTRY

The sports group is one of the key market segments that make up today's mix of hotel guests; targeting the sports market can increase business for a hotel's slow periods and can present excellent public relations opportunities for hotels (Parr, 1983; Shaw, 1986). According to Hoyle et al., (1989), when analyzing the sports market, one is generally speaking of professional or major college athletics. However, these segments constitute only part of the overall market.

Market Overview

Today, club, recreational, and tournament sports are

growing rapidly throughout the United States. Track and field events such as soccer, volleyball, bowling, softball, and swimming, as well as other typically amateur sports, are evolving into a major market of the hotel industry. As leisure time, ease of travel, and interest in sports of all types increase, more teams and individual sports' participants travel extensively to various events. For example, many high school teams that used to compete against teams only from a very limited geographic area now are invited to tournaments or play regularly scheduled games out-of-state. Literally thousands of travelling sports organizations in America seek hotel accommodations at a variety of rate structures. Most sports groups return annually, increasing their value substantially in future years and most hotels need this type of business.

Indianapolis, Indiana is a prime example of a community that has targeted the sports market as a major objective for its hospitality industry. The city hosted such groups as the American College of Sports Medicine, the U.S. Olympic Council House of Delegates, the Golf Course Super Intendents Association, the Professional Golfers Association, the National Conference of High School Directors of Athletics, and the National High School Athletic Coaches Association. Another group, the Pan American Economic Leadership Conference, had a powerful influence on the city's hosting the

prestigious Pan American games in 1987. For Indianapolis, the Pan American Games meant an occupancy of some 6,000 guest-rooms for 21 nights which translated into revenue for 126,000 room nights. This did not include the other direct and indirect expenses budgeted by the organizers of the games or the out-of-pocket expenses of the athletes and spectators (Hoyle, Dorf, & Jones, 1989).

Shaw (1986) indicated that if a city is the home for a professional or highly ranked collegiate team and if good public facilities are available for athletic events, hotels should strongly consider targeting the amateur, college, and/or professional sports markets. The size of the property is not necessarily a significant factor but the location of the hotel should be close to the facility where events are to take place and reasonably close to the airport. Privacy is also an important characteristic. A small hotel can provide a quiet and secluded atmosphere and a large hotel can provide privacy by blocking specific floors or floor sections. Another significant aspect of privacy that teams look for in a hotel is an effective security system that keeps out media and fans. Itineraries for team members should not be posted on the hotel daily events board. Phone calls for team members should be directed to the team's press secretary, because neither coaches nor players want phone calls from fans or reporters placed directly to their rooms.

Hoyle et al., (1989) emphasize that accommodations are important to athletes and athletic teams. These groups want expeditious convenience first, comfort second, affordability next, and security fourth.

Current Practices

Team sports is the major portion of the sports market. In attracting sports teams to stay at a hotel, the key links are between a team's traveling secretaries (or equivalent) and the hotel sports coordinators. Usually, these groups make contact at annual post-season meetings where all parties trade impressions of properties, transportation, and other services in cities the teams will visit. The most important local contact for securing business from visiting teams is the local coach.

The major hotel chain sports-marketing directors who coordinate efforts to target pro baseball, football, hockey, or basketball, and a wide variety of college athletic teams, indicate current practices of having hotel representatives on hand to check in a team no matter what hour it arrives. Room service must be awake and functioning 24 hours a day and security able to fend off desperate fans who might want to stampede a team bus or attempt undesired contact. Crunch time for hotels that are home base for traveling sports teams often

comes long after normal corporate hours. According to Debbie Meyers, sports and team coordinator for the Pittsburgh Hilton and Towers, many times baseball teams fly into Pittsburgh following a night game in another city, sometimes arriving as late as 2 a.m. It is the hotel staff's responsibility to be on hand at whatever time a team arrives to coordinate the distribution of room keys and to handle whatever problems might arise, including last-minute additions, room changes, or cancellations. Staff cannot leave these tasks to the regular night manager. Other people who must be alert at those hours are the room-service staff and luggage handlers. In addition, says Larry Larson, corporate sales manager of the Los Angeles Hilton and Towers, pro football teams expect their rooms to be ready no matter what time they arrive. They expect instant delivery of their luggage to their rooms and quick response from room service (Selwitz, 1989).

Contrary to myth, one thing that does not seem to be a big problem is room damage. While incidents do happen, experts agree that players rarely take out their frustrations on the furniture or lamps. In part this is because the players realize that they will be expected to pay for the damage and earn the wrath of management in the process. Doing business with sports teams is not like dealing with some rock group that knows it can break things and not come back. These teams know they will return and they act accordingly. One

thing Marriott does to protect its interests is to take a personalized credit-card impression from each player: "We treat athletes like any other guest. Everyone's welcome to take home the soap, but from towels on up, we bill them." As stated by Sam Huff, "the sports business helps properties financially it is also a great way of getting hotel staff excited. They are dealing with celebrities and seeing how that raises morale of employees can be fantastic" (Selwitz, 1989).

There are some intriguing differences between sports teams' room consumption and use of facilities. Baseball teams usually book up to 50 rooms per night, approximately half for players who get single rooms, and half for the traveling complement of coaches, media representatives, and team executives. Football teams often will take twice that number, even when players share a room, because there is a much larger contingent of coaches, trainers, and media representatives. Also, there is a critical difference in food consumption between baseball and football teams. The baseball players are given a food allowance to cover their needs, much of which gets spent in hotel dining areas; but football players eat *en masse* under the strict supervision of trainers. The team requires a hotel representative to work with the team trainer in providing specially planned meals at precise times before games. This often requires special areas for dining and

strict supervision of hotel dining staff who are for from providing players with anything, even a glass of milk, that is not pre-authorized. Furthermore, football teams invariably book small "breakout" spaces and require meeting facilities that have audiovisual capabilities, including videotape equipment for team meetings and strategy sessions; this provides another revenue source to properties that would not otherwise expect to book these spaces on Friday or Saturday nights. In order to secure business, hotels can do something extra, such as in the case of the Oakland Airport Hilton not far from the coliseum where the Golden State Warriors play basketball. To keep their clientele happy, the hotel went so far as to install 15 custom-made, 8 foot long beds for pro basketball players (Selwitz, 1989).

Benefits

There are numerous benefits of having professional teams stay at a hotel. Hosting professional or collegiate sports teams is a major means of boosting a hotel's bottom line. Benefits accrue via a guarantee of nights booked during a team's travels that season, such as in 1989 when the Cleveland Indians stayed at New York's Grand Hyatt whenever they came to town to play the Yankees (Selwitz, 1989). For Greenbelt Marriott, Maryland, sports teams represent 30 percent of their

group business (O'Dwyer, 1991).

According to Eileen Duncan, sales manager for the 620-room Long Island Marriott in Uniondale, New York, sports marketing is a good repeat business. The professional teams will always be playing ball no matter what the economy is. Moreover, food and beverage revenue will increase because most players are hearty eaters and fans often like to stay and/or eat at the hotel where their favorite teams are staying.

In addition, some hotels host teams not so much for the money, but for public relations and prestige.

HOTEL ATTRIBUTES

As cited by Lewis (1985) concerning each target market having different needs in terms of hotel attributes, the following studies provide basic knowledge about hotel attributes and the criteria that travelers use when selecting hotels and deciding whether to stay again at a hotel. Lewis (1984) used the factor analysis in isolating differences in hotel attributes that motivate guests' hotel choice into the following categories: services quality; overall feeling; security; upscale services; food and beverage price and quality; aesthetics, decor, ambience; amenities; image; beverage quality; room and bath conditions; health facilities;

reputation; quietness; room attributes; reservations and front desk; price and value; and location.

Knutson (1988) found that travelers considered the following factors when choosing a hotel: 1) clean, comfortable, well-maintained rooms; 2) convenient location; 3) prompt and courteous service; 4) safe and secure environment; and 5) friendly and courteous hotel staff. In terms of repeat business, it was found that personal interaction between guests and hotel staff is a strong influence on developing long-term guest loyalty. However, Taninecz (1990) and Weaver & McCleary (1991, 1992) found that cleanliness was the top selection criterion for business travelers, followed by comfortable mattresses and pillows, and good quality bath towels and wash towels.

Evans & Murrmann (1989) indicated that hotel guests considered personal care amenities (PCA) an important benefit and were quite willing to select hotels based on the reputation of the PCA packages. On the other hand, Cadotte and Turgeon (1988) reported that helpful attitude of employees, cleanliness of establishment, neatness of establishment, and quality of services are the top four key factors in guest satisfaction.

SUMMARY

The sports market is a potential market for all hotels, especially in cities where professional sports exist. Several studies have been conducted in terms of how travelers select hotels, particularly business travelers and frequent guests; none of them dealt with the special requirements of professional sports teams. An overview of the sports market was presented in this chapter, followed by hotel attributes.

CHAPTER 3. RESEARCH METHODOLOGY

Methodology is an operational framework for the presentation of facts (Leedy, 1980). The research methodology must consider parameters and the nature of the data. The objective of this chapter is to define the research methodology and design employed to gather data on the needs of professional sports teams when they select hotel accommodations. The methodology used in this research was designed as an exploratory investigation of the need of professional teams in their use of hotels. The methodology section presents a purposive sampling technique applied to all teams in Major League baseball, the National Football League (NFL), and the National Basketball Association (NBA). Also included are the following sections: survey development, pre-test result, data collection, data analysis, and study limitations.

PURPOSE OF THE RESEARCH

The methodology applied to this research was designed as an exploratory investigation of the needs of professional sports teams in their use of hotel accommodations. As

supported by Zikmund (1991), when a researcher has a limited amount of experience with, or knowledge of, a research issue, exploratory research is a useful preliminary step. This step helps ensure that a more rigorous, more conclusive future study will not begin with an inadequate understanding of the nature of the management problem. Zikmund states that much, but certainly not all, exploratory research provides qualitative data. Exploratory research usually provides greater understanding of a concept or crystallizes a problem rather than providing precise measurement or quantification.

The purpose of this study is to:

- 1) Compile data about professional teams and identify:
 - a) the type of professional team that generates the most revenue for a hotel;
 - b) their requirements when they select a hotel;
 - c) hotel services and facilities that have been inadequately provided or not provided at all.
- 2) Provide a guide to persuade professional sports teams to stay at a hotel.

RESEARCH QUESTIONS

The research study is directed by the following questions:

- 1) What type of professional teams generate the most revenue for a hotel?
- 2) What are the special requirements the professional teams seek when selecting hotels?
- 3) What hotel services and facilities have been inadequately provided or not provided at all?
- 4) Based on the study, what could hotels do to attract this market?

SAMPLING TECHNIQUE

Under the current research investigation, a purposive or judgment sampling technique was employed to ascertain the needs of professional teams. Purposive or judgment sampling is a nonprobability sampling technique in which an experienced individual selects the sample based upon his judgement of some appropriate characteristic required of the sample members (Zikmund, 1991). Occasionally, it may be appropriate for a researcher to select samples on the basis of personal

knowledge of the population, its elements, and the nature of desired research aims; in some instances, the researcher may wish to study a small subset of a larger population in which many members of the subset are easily identified, but the enumeration of all would be nearly impossible (Scheaffer, Mendenhall, & Ott, 1990).

The purposive sample for this study consisted of three types of pro teams: Major League baseball, the National Football League, and the National Basketball Association.

SAMPLE FRAME

A study of all professional teams is beyond the scope of this study, thus the sample consisted of three types of professional sports teams: Major League baseball, the NFL, and the NBA. There are 26 teams in Major League baseball, 28 teams in the NFL, and 27 teams in the NBA (APPENDIX A). The unit of analysis is a team.

SURVEY DEVELOPMENT

The principal research tool for this study was a survey. A survey is a method of collecting information directly from

people about their feelings, motivations, plans, and beliefs, as well as personal, educational, and financial backgrounds. It usually takes the form of a questionnaire that someone fills out alone or with assistance, or it can be conducted as an interview in person or on the telephone (Fink, 1985). It was used to gather data on the needs of all the teams in professional baseball (Major league), football (NFL), and basketball (NBA).

The survey questions were developed to explore the needs of professional teams by using information from a review of literature of sports market and hotel attributes as a guideline. Because of the limited amount of knowledge about the lodging needs of professional teams, open-ended questions were employed to gather information on the target teams' use of hotels; closed-ended questions were asked as well.

The survey questions were pre-tested by implementing a pilot test. A pilot test is a tryout and its purpose is to help produce a survey form that is usable and that will provide the information the researcher needs. All types of questionnaires and interviews must be pilot tested. Self-administered questionnaires are heavily dependent on the clarity of their language and pilot testing quickly reveals whether people understand the directions the researcher has provided and if they can answer the questions (Fink, 1985).

The survey instrument was pre-tested by personally

administered surveys to five sport specialists in Blacksburg, Virginia (APPENDIX B). They were telephoned in advance, and where possible, a time was arranged to pretest the survey. Through the implementation of a pilot test, personal preferences, knowledge, and experience contributed to the development of the survey instrument. The pretest resulted in some minor changes to the survey. Then the survey was pretested again by administering it to ten individuals. The purpose was to make sure that the questions were easy to read and understand. The second pretest resulted in some minor changes to the survey. These changes were mostly grammatical.

SURVEY INSTRUMENT

A mail survey was used to gather data on the needs of professional teams. It was administered to all teams in Major League baseball, the NFL, and the NBA. The survey questions were developed through the pilot test information and a review of the literature cited in Chapter Two.

The survey contained 15 questions seeking information concerning trips, length of stay (nights) at a hotel, hotel firms that have been successful in targeting professional teams, number of rooms, type of rooms, total seasonal expenditure for all hotel services, how teams obtain

information about hotels, team decision maker and hotel representative, team requirements, satisfaction and suggestions (APPENDIX C.)

As shown in Table 3.1, questions 1-7 were used to obtain information in order to support the idea that the sports market is a potential group for the hotel industry. The answers were analyzed as teams' characteristics of trip related. Also, the answers obtained revealed what type of sports teams generate the most revenue for a hotel. The findings provide answers to research questions 1 and 4.

Questions 8-12 were used to obtain information on how teams select hotels, such as who makes decisions about selecting a hotel for a team, who the team needs to contact at the hotel, what requirements teams seek when selecting a hotel, and what factors could prevent a team from staying in a particular hotel. The answers helped the hotel representatives make contact in order to sell the rooms and services. Moreover, the answers were used as a guide for hoteliers to persuade these teams to stay at their hotels. The obtained results provide answers to research questions 2 and 4.

Questions 13-15 were used to obtain information about professional teams' satisfaction with hotel services in order to find out which services and facilities have been provided

inadequately or not provided at all. In other words, the purpose of these questions is to find out the factors that can help hoteliers in improving their services and facilities, and to find out how to fill the needs that hotel services and facilities still do not meet. The findings provide answers to research questions 3 and 4.

Table 3.1

Summary of Questionnaires vs. Research Questions

Questionnaires	Research Questions
<p><u>Questions 1-7</u></p> <ol style="list-style-type: none">1. Number of trips2. Average length of stay3. Hotel chains at which that team stayed most often in the last three years4. Exclusive contract with hotel chain5. Number of rooms required in a trip6. Number of rooms requested for suite, king and double7. Team's total season expenditure	<ol style="list-style-type: none">1. What type of pro team generates the most revenue for a hotel?4. Based on the study, what could hotels do to attract this market?
<p><u>Questions 8-12</u></p> <ol style="list-style-type: none">8. Sources of hotel information that teams obtained when making decision9. Team's decision maker10. Relationship between team and hotel sales representative11. The sending of bid sheets & requirements12. Factors that prevent a team from staying at a particular hotel	<ol style="list-style-type: none">2. What are requirements the pro teams seek when selecting a hotel?4. Based on the study, what could hotels do to attract this market?
<p><u>Questions 13-15</u></p> <ol style="list-style-type: none">13. Level of satisfaction with hotel services and facilities14. Top two hotel services and top two hotel facilities in both most satisfied and most dissatisfied categories15. Teams' recommendations on how to better serve their needs	<ol style="list-style-type: none">3. What hotel services and facilities have been inadequately provided or not provided at all?4. Based on the study, what could hotels do to attract this market?

DATA COLLECTION

A list of all teams in Major League baseball, the NFL, and the NBA and their addresses was compiled from The Sports Fan's Connection (an all-sports-in-one directory to professional, collegiate, olympic organizations, events, and information sources) by Morgan (1992). To confirm the number of teams that comprise each group, the researcher made phone contact with the headquarters of these teams to ask for team addresses and find the person to whom a survey should be addressed.

A cover letter stating the purpose of the research (APPENDIX D), the survey instrument, and an enclosed self-addressed envelope was mailed to all eighty three teams. The researcher requested survey completion within a four-week period. Then a second mailings was conducted. Again, the same copy of the survey was sent to all that had not replied so far with a new cover letter (APPENDIX E). After the first mailings, the researcher contacted the respondent teams via telephone and interviewed the contact person regarding additional information of teams' hotel requirements. Then telephone interviews were implemented again at the end of the second mailing; this time the rest of the teams were contacted.

DATA ANALYSIS

The survey response data was analyzed by using the SPSS Information Analysis System and primarily the simple frequency of the responses was calculated.

THE LIMITATION OF THE STUDY

Even though professional and collegiate sports dominate the sports market, they constitute only part of the overall market. The market also includes accommodating visiting fans and members of the press, team meetings, booster meetings, awards banquets, and rallies, as well as providing pre-game meals. Therefore, this suggests that if a hotel could contract a professional team to stay at its place, the peripheral groups would also stay at that hotel. The limitation of this study is that the investigation is limited to a purposive sample within the three groups of professional sports teams--Major League, the NFL, and the NBA. A purposive sample is employed due to budget restrictions; the top three popular professional sports were the sample used in this study.

The basic problem with purposive sampling is that the judgment of the researcher may be incorrect. It makes sense

if the choices can be justified, but the researcher has to be careful not to oversell the results by claiming that the people in the sample are definitively special or typical because that claim may not be relevant or even true (Fink, 1985).

Moreover, due to competitive reasons most of the teams, including respondents, did not provide detailed information. They would like their hotel requirements to be very confidential and do not want to share this information with outsiders except hotel sales representatives. This somewhat prevents the study from collecting in-depth information.

SUMMARY

The methodology used in this study is an exploratory study. A purposive sampling technique was applied in selecting a sample frame. The sample consisted of 28 teams in Major League baseball, 28 teams in the NFL, and 27 teams in the NBA.

The principal research tool was a survey which consists of 15 questions. The main purpose of the survey was to find out the needs of these teams in terms of the criteria that they use for selecting hotel accommodations. An open-ended question technique was implemented as well as a close-ended

question technique. The SPSS Information Analysis System was used to calculate simple frequency in analyzing data.

CHAPTER 4. RESULTS

The purpose of this chapter is to present, analyze, and interpret the information that was obtained from the mail survey. Survey results will be presented in four sections. The first section presents the information that was obtained from Major League baseball teams. The second section presents the information that was obtained from the NFL teams. The third section presents the information that was obtained from the NBA teams. The fourth section presents the comparison analysis among three types of sport teams. Finally, a summary of the results is stated.

RESPONSE RATE OF THE SURVEY

In this study, a first mailing of 83 surveys was sent out on December 11, 1993 to all professional teams in the Major Leagues, the NFL, and the NBA. This resulted in 28 completed surveys and yielded a response rate of 33.7 percent. As the response rate was lower than anticipated, a second mailing was conducted. At the end of the fourth week on January 11, 1994 a new cover letter and a second copy of 55 surveys were sent out. The result was 14 returned surveys. Table 4.1 shows

that out of 83 teams, 42 teams participated, thus representing a 50.6 percent response rate.

Since only two teams gave details of their hotel requirements (bid sheets) in the first mailing response, the researcher called 26 responding teams to ask for in-depth information regarding bid sheets. Due to teams' policies of confidentiality, only one team participated. Again, after the second mailing, the researcher contacted the rest of the teams via telephone and asked for more information regarding hotel requirements. The result is that only two teams have participated.

Table 4.1

Survey Distribution and Response Rate

PRO TEAMS	TOTAL SURVEYS SENT OUT	TOTAL RESPONSES	RESPONSE RATES
Major League	28	15	53.6
NFL	28	15	53.6
NBA	27	12	44.4
Total	83	42	50.6

SURVEY RESULTS

The results obtained from the respondents are presented in four sections. First, a detailed description obtained from the Major Leagues, the NFL, and the NBA are presented respectively. Then, in order to provide an overview of the findings, a summary of responses from each type of pro team is provided in table form after the details of each section. Finally, the comparison analysis of the sports teams that responded to the research questions is presented.

1. RESPONSES FROM THE MAJOR LEAGUES

Of the 28 teams in the Major Leagues, 15 teams (53.6%) participated in the study.

Trip Related

The results indicated in Table 4.2 show that the Major Leagues took 10 to 15 trips during the regular season that required an overnight stay in a hotel. Their average length of stay (nights) in a hotel on these trips was between two to four nights per city and three cities per trip. Of the 15 respondents, 13 teams indicated three nights for their average

length of stay.

Marriott, Westin, Hyatt, Hilton, Sheraton, Ritz Carlton, Embassy Suites, and Stouffer were on the list of the top four hotel chains at which the Major League teams have stayed most often in the last three years. Marriott is the most popular chain among the Major Leagues (N=14), followed by Westin (N=12), and Hyatt (N=12). When asked about exclusive contracts or special relationships, the majority (N=13) said that they do not have any exclusive contract or special relationship with any hotel chain.

In a typical trip, the Major League teams required 40 to 70 rooms. They indicated the number of room types they required during a stay as follows: 2-5 suites, 30-69 kings, and 0-25 doubles (Two teams did not request double rooms). In addition, the Major Leagues did not require many double rooms during a stay. The total season expenditure that the response teams (N=11) spent for all hotel services and facilities was approximately \$300,000 to more than \$350,000.

Hotel Selection

Table 4.3 shows that when selecting a hotel, the Major Leagues obtain hotel information from the following sources-- hotel sales representatives, word of mouth and hotel brochures. In addition, they also used on-site inspection and

individual negotiation when selecting a hotel. In terms of decision making, all of the respondents indicated that the team travel coordinator (or called "director of team travel" or "travelling secretary") is the person who makes the decision of selecting hotels for the team.

All respondents stated that they " ALWAYS" prefer to deal with the same hotel representative every time their teams plan to stay in a particular hotel. When asked about sending out hotel pre-selection (bids sheets), of the 15 respondents, over ninety percent said that they do not send out bid sheets. The Major Leagues reported that they will not stay in a particular hotel because of inconvenient location, poor service, high prices, and inadequate security. Also, as shown in Table 4.3, other negative aspects regarding management, hotel property, size of hotel, activities around hotel (team prefers to have shopping and eating places), billing, king size beds, foodservice, bookings by major conventions or big events, hotel policy, local competition, condition of room, and commitment were also reported.

Hotel Satisfaction

As can be seen from Table 4.4, the majority of the teams indicated that they were satisfied with hotel services and facilities. Based on fifteen respondents, four teams said

they were very satisfied with hotel services, while three teams said they were very satisfied with hotel facilities. As the top two most satisfied services, hotel representative was high on the list, followed by security. On the other hand, of the top two most dissatisfied services indicated, front desk came in first place. Even though the teams answered that health club was one of their most dissatisfied hotel facilities, it was also on the list of their top two most satisfied hotel facilities.

Hotel Requirements and Recommendations

The teams were asked to indicate things that hotels can do to better meet their needs in regard to services and facilities. As a hotel special request, the Major Leagues in general, need king size beds in every room during the stay. In order to better serve their special needs, they suggested improvement in the following areas. For services, they mentioned availability of 24-hour room service, better security (particularly in lobby area), correct billings, a wide range of cable and movie channels, instruction for telephone operators on protocol when dealing with a pro team, having voice mail in all hotels, requiring employees to show more concern for hotel guests (especially at front desk), more attention to details, arranging shuttle service to stadium,

and understanding special needs of professional baseball teams. For facilities, they mentioned: improved physical fitness facilities (health club), easy accessibility of bus from lobby, cleanliness and good shape of rooms, continued attention to particular areas such as rooms, hallways and lobbies, that need to be upgraded, and better menus in restaurants, that is healthier food.

In order to provide an overview of results, Table 4.5 presents the summary of responses that were obtained from the Major Leagues.

Table 4.2

The Major Leagues - Trip Related

NUMBER OF TRIPS	NUMBER OF RESPONSES	PERCENTAGE
10	2	13.3
11	1	6.7
12	5	33.3
13	2	13.3
14	2	13.3
15	3	20.0
Total	15	100.0

AVERAGE LENGTH OF STAY	NUMBER OF RESPONSES	PERCENTAGE
2	1	6.7
3	13	86.7
4	1	6.7
Total	15	100.0

HOTEL CHAINS WHERE TEAMS ALWAYS STAY	NUMBER OF RESPONSES	PERCENTAGE *
Marriott	14	93.3
Westin	12	80.0
Hyatt	12	80.0
Hilton	8	53.3
Sheraton	6	40.0
Ritz Carlton	2	13.3
Embassy Suites	1	6.7
Stouffer	1	6.7

* The total does not add to 100% due to multiple response.

Table 4.2 Continued

EXCLUSIVE CONTRACTS OR SPECIAL RELATIONSHIPS	NUMBER OF RESPONSES	PERCENTAGE
Yes	2	13.3
No	13	86.7
Total	15	100.0

NUMBER OF ROOMS REQUIRED	NUMBER OF RESPONSES	PERCENTAGE
40	1	6.7
45	1	6.7
50	6	40.0
55	2	13.3
60	2	13.3
65	1	6.7
70	1	6.7
Total	15	100.0

NUMBER OF SUITES REQUIRED	NUMBER OF RESPONSES	PERCENTAGE
2	4	26.7
3	3	20.0
4	7	46.7
5	1	6.7
Total	15	100.0

Table 4.2 Continued

NUMBER OF KINGS REQUIRED	NUMBER OF RESPONSES	PERCENTAGE
30-39	4	26.7
40-49	6	40.0
50-59	4	26.7
60-69	1	6.7
Total	15	100.0

NUMBER OF DOUBLES REQUIRED	NUMBER OF RESPONSES	PERCENTAGE
Not Required	2	13.3
1-5	7	46.7
6-10	4	26.7
11-15	-	-
16-20	1	6.7
20-25	1	6.7
Total	15	100.0

TOTAL SEASON EXPENDITURE	NUMBER OF RESPONSES	PERCENTAGE
\$300,000-\$349,000	6	40.0
\$350,000 or more	5	33.3
NA	4	26.7
Total	15	100.0

Table 4.3

The Major Leagues - Hotel Selection

SOURCES OF HOTEL INFORMATION	NUMBER OF RESPONSES	PERCENTAGE *
Sales representatives	13	86.7
Word of mouth	6	40.0
On-site inspection	3	20.0
Hotel brochures	2	13.3
Individual negotiation	1	6.7

TEAM DECISION MAKER	NUMBER OF RESPONSES	PERCENTAGE *
Travel coordinator	15	100.0
Owner	1	6.7
General manager	1	6.7

SENDING OUT OF BID SHEETS	NUMBER OF RESPONSES	PERCENTAGE
Yes	1	6.7
No	14	93.3
Total	15	100.0

* Total does not add up to 100% due to multiple response.

Table 4.3 Continued

NEGATIVE ASPECTS THAT PREVENT TEAMS FROM STAYING IN A HOTEL	NUMBER OF RESPONSES	PERCENTAGE *
Location	10	66.7
Service	9	60.0
Price	9	60.0
Security	7	46.7
Management Hotel property Size of hotel	2 teams' responses for each factor	13.3
Past experience Activities around hotel Billing King size beds Foodservice Major convention/event Hotel policy Condition of rooms Local competition Commitment	1 team's response for each factor	6.7

* The total does not add to 100% due to multiple response.

Table 4.4

The Major League - Hotel Satisfaction

LEVEL OF SATISFACTION	HOTEL SERVICES	PERCENTAGE	HOTEL FACILITIES	PERCENTAGE
Very satisfied	4	26.7	3	20.0
Satisfied	11	73.3	12	80.0
Total	15	100.0	15	100.0

MOST SATISFIED HOTEL SERVICES	NUMBER OF RESPONSES
Hotel representatives	4
Security	3
Special check-in 24-hr room service Bell staff Attention to detail Voice mail	2 teams' responses for each factor
Foodservice Promptness of service Concierge Housekeeping	1 team's response for each factor

MOST DISSATISFIED HOTEL SERVICES	NUMBER OF RESPONSES
Front desk	4
Room service Restaurant	3 teams' responses for each factor
Telephone operator Billing	2 teams' responses for each factor
Security Bell staff Mini-bar	1 team's response for each factor

Table 4.4 Continued

MOST SATISFIED HOTEL FACILITIES	NUMBER OF RESPONSES
Room & Suites Health club	3 teams' responses for each factor
Location Restaurant Swimming pool	2 teams' responses for each factor
Business center	1

MOST DISSATISFIED HOTEL FACILITIES	NUMBER OF RESPONSES
Health club	3
Restaurant	2
Rooms (old & small) Smell of smoke in non-smoking rooms Quality of bedding	1 team's response for each factor

Table 4.5

Summary of the Responses Obtained from the Major Leagues

PROFILE	RESPONSES
# of trips during the regular season	10-15 trips on the road (3 cities/trip)
Average length of stay in a hotel	2-4 nights (Of the 15 respondents, 13 teams indicated "three nights.")
Hotel chains where teams stayed most often in the last three years	Marriott, Westin, Hyatt, Hilton, Sheraton, Ritz Carlton, Embassy Suites, Stouffer
Exclusive contracts or Special relationships	The majority (13 out of 15 teams) said "NO"
# of rooms required during a stay	40-70 rooms
# of suites required	2-5 suites
# of kings required	30-68 kings
# of doubles required	Not required to 25 doubles
Total season expenditure for hotel services and facilities	\$300,00--more than \$350,000 (Of 15 responses, four teams did not provide answers.)
Sources used to obtain hotel information when selecting hotels	Sales representatives, word of mouth, hotel brochures, on-site inspection, individual negotiation
Team decision maker when selecting hotels	Travel coordinator ("Director of team travel" or "Travelling Secretary")
Preference in dealing with the same hotel representative	"Always"
Sending out of bid sheets	14 out of 15 teams said "NO"
Factors that could prevent teams from staying in a particular hotel	Negative aspects--location, service, price, security, management, hotel property, size of hotel, activities around hotel, billing, king size beds, foodservice, bookings by major events/conventions, hotel policy, local competition, condition of rooms, commitment.

Table 4.5 continued

PROFILE	RESPONSES
Level of satisfaction with hotel services	The majority (11 teams) indicated "satisfied", while 4 teams said "very satisfied."
Level of satisfaction with hotel facilities	The majority (12 teams) indicated "satisfied", while three teams said "very satisfied."
Most satisfied hotel services	Hotel representatives, security, special check-in, bell staff, 24-hr service, special attention, voice mail, foodservice, concierge, meeting room and facilities service, housekeeping
Most dissatisfied hotel services	Front desk, room service, restaurant service, telephone operator, billing, security, bell staff, mini-bar
Most satisfied hotel facilities	Room & suites, health club, location, restaurant, swimming pool, business center
Most dissatisfied hotel facilities	Health club, restaurant, hotel rooms (old & small), non-smoking rooms (smell like smoking rooms), beds (quality)
Recommendations	<p><u>Service:</u> 24-hr room service, security, billing, cable & movie channels, telephone operators, attention to detail by hotel staff, voice mail, shuttle service, understanding special needs of pro baseball players</p> <p><u>Facilities:</u> physical fitness facilities, accessibility of bus from lobby, cleanliness & condition of rooms, upgraded old rooms, healthier food on menu in restaurant</p>

2. RESPONSES FROM THE NFL

Of the 28 teams in the National Football League, 15 teams (53.6%) participated in the study.

Trip Related

As indicated in Table 4.6, the NFL teams reported that they took eight to sixteen trips last year during the regular season that required an overnight stay in a hotel. Over half of the teams (N=8) said that they took eight trips during the regular season. For all those trips, the average length of stay was one to two nights. The majority (N=13) spent one night for their average length of stay. The teams indicated Marriott (N=15) as their most favorable choice among hotel chains where they have stayed most often in the last three years, followed by Westin (N=12), Hilton (N=10), and Hyatt (N=8), respectively. Like the Major Leagues, the majority of the respondents said that they do not have any exclusive contract or special relationship with any hotel chain.

Approximately 85 to 160 rooms were required during a team's stay. The NFL needed approximately 3 to 5 suites , 25 to 90 kings, and 20 to 65 doubles. When asked about total season expenditure, only six teams responded. The total season expenditure last year for all hotel services and

facilities ranged from \$100,000 to \$199,000.

Hotel Selection

As shown in Table 4.7, when selecting hotels the majority of respondents obtained hotel information from sales representatives (N=8), word of mouth (N=8), and NFL hotel surveys (N=5). Regarding the individuals that make the final decision for the team in selecting a hotel, the answers were varied. The head coach seemed to be the person that had the most influence when choosing hotels. The majority of the respondents said that they always prefer to deal with the same hotel representative every time their teams plan to stay in a particular hotel. Unlike the Major League teams, the majority of the NFL teams indicated that they send out the hotel pre-selection guideline when selecting hotels.

NFL teams considered location as the most important factor when selecting hotels, followed by hotels' hosting NFL experience, hotel property, service, price, size of hotel, etc. Table 4.7 shows the additional factors that were indicated by the teams.

Hotel Satisfaction

As can be seen from Table 4.8, over half of the

respondents indicated that they were satisfied with hotel services. While the majority (N=13) of the respondents said that they were satisfied with hotel facilities.

Foodservice (N=6) was the most popular service on the list in terms of the top two most satisfied services. When considering the top two most dissatisfied services, the teams reported the following factors: restaurant, security, not following instructions, etc. Meeting rooms & facilities (N=6) were rated on the top among the most satisfied hotel facilities, on the other hand, meeting rooms were also rated on the top of the most dissatisfied hotel facilities.

Hotel Requirements and Recommendations

Compiled information from the three teams regarding hotel requirements contained in bid sheets from the surveys and the results of three teams' responses obtained from telephone interviews revealed that football teams request the following:

1. Special room rates (flat rate) for king/double occupancy (same rate for team's guests and media)
2. Complementary suites with team instructions for special treat items
3. Rooming lists and room assignments
4. Special check-in/check-out
5. Quiet meeting rooms with audio-visual equipment

6. Dining rooms and the cost of team dinners, pre-game meals and team snacks (Teams will request special items on menus)
7. Mass service and chapel service
8. Convenient location--close to airport and stadium,
9. Having players grouped on two floors, security and bed check
10. Room service
11. Telephones (Teams will give instructions for telephone service)
12. Transportation
13. No announcements about team to public
14. Billing procedures
15. Treatment/Taping room
16. Wake-up calls

They also gave recommendations to better serve their needs. In terms of services, they suggested that:

1. Hotels learn that pro football is different from other sports teams--they are very structured
2. Hotel representatives should make the team a priority and be available throughout the stay
3. Hotels should pay special attention to a team's unique requirements
4. Hotels always work to improve communication between

the team and the individuals who will actually be on the property during the team's stay

5. Hotels shorten the standing time between food preparation and food serving so the hot items are not dried up
6. The hotel coordinator be accessible at all times
7. Hotels provide more aggressive security and group players on two floors
8. Have hotels provide privacy and quiet meeting spaces

In terms of facilities, they recommended:

1. 4 elevator banks and many available elevators
2. Easy access to/from buses to/from lobby to elevators to rooms/meeting/meals
3. Ability to keep a team in a group away from everyday guests and also separate smaller meeting rooms from ballrooms so weddings and parties do not interfere
4. "ATHLETIC FLOORS" with extra large beds, where players could be grouped to facilitate security
5. Adequately sized meeting rooms on the same floor with the pre-game meal room
6. Higher shower heads
7. Larger lobbies

Table 4.9 presents the summary of responses obtained from the NFL teams.

Table 4.6

The NFL - Trip Related

NUMBER OF TRIPS	NUMBER OF RESPONSES	PERCENTAGE
8	8	53.3
9	1	6.7
10	2	13.3
11	2	13.3
16	1	6.7
Total	15	100.0

AVERAGE LENGTH OF STAY	NUMBER OF RESPONSES	PERCENTAGE
1	13	86.7
2	2	13.3
Total	15	100.0

HOTEL CHAINS WHERE TEAMS ALWAYS STAY	NUMBER OF RESPONSES	PERCENTAGE *
Marriott	15	100.0
Westin	12	80.0
Hilton	10	66.7
Hyatt	8	53.3
Sheraton	4	26.7
Radisson Omni	2 teams answered for each hotel chain	13.3
Loews Embassy Suites Doubletree	Only 1 team answer for each hotel chain	6.7

* The total does not add to 100% due to multiple response.

Table 4.6 Continued

EXCLUSIVE CONTRACTS OR SPECIAL RELATIONSHIPS	NUMBER OF RESPONSES	PERCENTAGE
Yes	3	20.0
NO	12	80.0
Total	15	100.0

NUMBER OF ROOMS REQUIRED	NUMBER OF RESPONSES	PERCENTAGE
100 and under	5	33.3
101-110	3	20.0
111-120	3	20.0
121-130	0	0.0
131-140	2	13.3
141-150	1	6.7
more than 150	1	6.7
Total	15	100.0

NUMBER OF SUITES REQUIRED	NUMBER OF RESPONSES	PERCENTAGE
3	8	53.3
4	2	13.3
5	4	26.7
Total	15	100.0

Table 4.6 Continued

NUMBER OF KINGS REQUIRED	NUMBER OF RESPONSES	PERCENTAGE
50 and under	3	20.0
51-60	3	20.0
61-70	3	20.0
71-80	3	20.0
81-90	3	20.0
Total	15	100.0

NUMBER OF DOUBLES REQUIRED	NUMBER OF RESPONSES	PERCENTAGE
25 and under	3	86.7
26-30	1	6.7
31-35	0	0.0
36-40	3	20.0
41-45	2	13.3
46-50	3	20.0
more than 50	3	20.0
Total	15	100.0

TOTAL SEASON EXPENDITURE	NUMBER OF RESPONSES	PERCENTAGE
\$100,000-\$149,999	4	26.7
\$150,000-\$199,000	2	13.3
NA	9	60.0
Total	15	100.0

Table 4.7**The NFL - Hotel Selection**

SOURCES OF HOTEL INFORMATION	NUMBER OF RESPONSES	PERCENTAGE *
Sales representatives	8	53.3
Word of mouth	8	53.3
NFL hotel survey	5	33.3
Hotel brochures	2	13.3
Sources within profession Site inspection Experience	1 team's response for each factor	6.7

TEAM DECISION MAKER	NUMBER OF RESPONSES	PERCENTAGE *
Head coach	6	40.0
Owner/President	4	26.7
Exclusive VP/General Counsel Dir. of operations	3 teams answered for each title	20.0
General manager Travel coordinator Business manager	2 teams answered for each title	13.3
Executive assistant Dir. of public relations	1 team answered for each title	6.7

PREFERENCE IN DEALING WITH SAME HOTEL REPRESENTATIVE	NUMBER OF RESPONSES	PERCENTAGE
Always	12	80.0
Sometimes	3	20.0
Total	15	100.0

* Total does not add up to 100% due to multiple response.

Table 4.7 Continued

SENDING OUT OF BID SHEETS	NUMBER OF RESPONSES	PERCENTAGE
Yes	11	73.3
No	4	26.7
Total	15	100.0

NEGATIVE ASPECTS THAT PREVENT TEAMS FROM STAYING IN A HOTEL	NUMBER OF RESPONSES	PERCENTAGE *
Location	12	80.0
Hosting NFL experience	7	46.7
Hotel property	4	26.7
Service Price Size of hotel	3	20.0
Management Lost a game Meeting room & facilities	2	13.3
Privacy Foodservice Major conventions/events Floor plan Number of rooms Too busy an area	1	6.7

* Total does not add up to 100% due to multiple response.

Table 4.8

The NFL - Hotel Satisfaction

LEVEL OF SATISFACTION	HOTEL SERVICES	PERCENTAGE	HOTEL FACILITIES	PERCENTAGE
Very satisfied	6	40.0	2	13.3
Satisfied	9	60.0	13	86.7
Total	15	100.0	15	100.0

MOST SATISFIED HOTEL SERVICES	NUMBER OF RESPONSES
Foodservice	6
Pre-registration/Check-in	3
Service coordinator Meeting room & facilities	2 teams answered for each factor
24-hr room service Special attention Promptness of service Catering manager Courtesy & Knowledge Laundry	1 team answered for each factor

MOST DISSATISFIED HOTEL SERVICES	NUMBER OF RESPONSES
Restaurant Security Not following instructions	2 teams answered for each factor
Front desk Telephone operator Unfriendliness Concierge Attention of sales staff	1 team answered for each factor

Table 4.8 Continued

MOST SATISFIED HOTEL FACILITIES	NUMBER OF RESPONSES
Meeting room & facilities	6
Room & Suites	4
Layout (Player rooms on two floors)	3
Location Restaurant	1 team answered for each factor

MOST DISSATISFIED HOTEL FACILITIES	NUMBER OF RESPONSES
Meeting rooms (small & no a/c)	3
Rooms (old, small) Elevator Layout & Floor plan	2 teams answered for each factor
Gift shop	1

Table 4.9

Summary of the Responses Obtained from the NFL

PROFILE	RESPONSES
# of trips during the regular season	8-11 trips (only one team indicated "16 trips")
Average length of stay in a hotel	1-2 nights (Of the 15 respondents, 13 teams indicated "one night.")
Hotel chains where teams stayed most often in the last three years	Marriott, Westin, Hilton, Hyatt, Sheraton, Radisson, Omni, Loews, Embassy Suites, Doubletree
Exclusive contracts or Special relationships	The majority (12 out of 15 teams) said "NO"
# of rooms required during a stay	80-160 rooms
# of suites required	3-5 suites
# of kings required	25-90 kings
# of double required	20-65 doubles
Total season expenditure for hotel services and facilities	\$85,000-\$175,000 (Of 15 responses, nine teams did not provide an answer.)
Sources used to obtain hotel information when selecting hotels	Sales representatives, word of mouth, hotel brochures, NFL hotel survey, site inspection, sources within profession, past experience
Team decision maker when selecting hotels	Head coach, Owner, Executive V.P., Director of operations, General manager, Travel coordinator, Business manager, Executive assistant, Director of public relations
Preference in dealing with the same hotel representative	Twelve teams said "Always", while three teams said "Sometimes."
Sending out of bid sheets	The majority (11 out of 15 teams) indicated "YES."
Factors that could prevent teams from staying in a particular hotel	Negative aspects--location, pro team experience/ reputation/ past experience, hotel property, service, price, size of hotel, management, lost a game, meeting room and facilities, privacy, foodservice, booking by major events/conventions, floor plan, # of rooms, area

Table 4.9 continued

PROFILE	RESPONSES
Level of satisfaction with hotel services	Of the 15 respondents, nine teams said "satisfied" and six teams said "very satisfied."
Level of satisfaction with hotel facilities	The majority (13 out of 15 teams) answered "satisfied", while only two teams answered "very satisfied."
Most satisfied hotel services	Foodservice, special check-in, service coordinator, meeting room/facilities service, 24-hr room service, attention to detail of hotel staff, courtesy/knowledge of hotel staff, catering manager, laundry
Most dissatisfied hotel services	Restaurant service, security, not following team instructions, front desk, telephone operator, concierge, unfriendliness of hotel staff, lack of attention of sales staff
Most satisfied hotel facilities	Meeting rooms & facilities, room & suites, layout & floor plan, location, restaurant
Most dissatisfied hotel facilities	Meeting room (small, no a/c), hotel (old, small), elevator, layout & floor plan, gift shop
Recommendation	<p><u>Service:</u> understand the differences among sport teams, team priority & availability of hotel rep., pay attention to team's unique requirements, communication, sales rep., hotel coordinator, food prep. & food serving, security, floor plan, quietness</p> <p><u>Facilities:</u> elevator, accessibility to/from buses to/from lobby to elevator to rooms/meetings/meals (isolation from everyday guests), "ATHLETIC FLOORS" (extra large beds, players grouped on these floors, security), size of meeting rooms, higher shower heads, meeting room and pre-game meal room on one floor</p>

3. RESPONSES FROM THE NBA

Of the 27 teams in the National Basketball Association, 12 teams (44.4) participated in the study.

Trip Related

Table 4.10 shows that for the NBA teams, the answers regarding the number of trips varied from 20 to 70 trips during the regular season that required an overnight stay in a hotel. An average length of stay was between one to four nights. Based on 12 responses, the majority (N=7) of the responses indicated that their average length of stay for those trips was one night. Marriott (N=11), Westin (N=8), Hyatt (N=7), and Ritz Carlton (N=5) were the most favorable hotel chains where NBA teams have stayed in the last three years. Over ninety percent of the teams did not have any exclusive contract or special relationship with any hotel chain. In terms of the number of rooms required during the stay, NBA teams required 20-32 rooms and the majority of the respondents required 20 rooms. The respondents requested 1 to 4 suites and 14 to 28 kings. The majority of responses did not require doubles beds in their rooms.

Of the 12 responses, three teams indicated that their total season expenditure for all hotel services and facilities

was approximately \$70,000 to \$180,000.

Hotel Selection

It is shown in Table 4.11 that sales representatives and word of mouth were the top two sources of hotel information that most of the teams used when selecting hotels. Head coach and trainer were the teams' decision makers when selecting hotels. Moreover, the majority of respondents (N=11) indicated that they always prefer to deal with the same hotel representative every time they plan to stay in a particular hotel and, like the Major Leagues, they did not send out bid sheets to hotels regarding requirements. Unlike the Major Leagues and the NFL teams that considered location as the most important factor when selecting hotels, the NBA considered quality of service the most important factor and location came in second.

Hotel Satisfaction

Table 4.12 shows that of the 12 responses, over half of the teams indicated that they were very satisfied with hotel services. In terms of hotel facilities, half of the teams said that they were very satisfied and the other half said they were satisfied.

Hotel representative was the most favorable among the most satisfied hotel services' category, while some teams considered room service and management the most dissatisfied hotel services. Forty percent of the teams were satisfied with facilities such as room & suites, while thirty percent of the teams indicated location. On the other hand, rooms that were small and old were on the top of the list regarding the most dissatisfied hotel facilities.

Hotel Requirement and Recommendation

For special requirements, the NBA said that they requested kings-singles and restaurants that stay open late. Recommendations for hotels to better serve their needs are as follows. For services, they preferred 24-hour room service, staff availability for assistance, quiet, more organized arrangements, quality sales staff with thorough availability and follow-up, quick front desk staff, and bellman on staff upon check-in and check-out. For facilities, the teams did not prefer overcrowded lobbies, and would like hotels to renovate over-used facilities, have a nice layout, bright and clean rooms, and better quality restaurants and lobbies.

Table 4.13 presents the summary of responses from the NBA teams.

Table 4.10

The NBA - Trip Related

NUMBER OF TRIPS	NUMBER OF RESPONSES	PERCENTAGE
20-29	3	25.0
30-39	2	16.7
40-49	4	33.3
50 and more	2	16.7
Total	12	100.0

AVERAGE LENGTH OF STAY	NUMBER OF RESPONSES	PERCENTAGE
1	7	58.3
2	3	25.0
3	1	8.3
4	1	8.3
Total	12	100.0

HOTEL CHAINS WHERE TEAMS ALWAYS STAY	NUMBER OF RESPONSES	PERCENTAGE *
Marriott	11	91.7
Westin	8	66.7
Hyatt	7	58.3
Ritz Carlton	5	41.7
Sheraton	3	25.0
Embassy Suites Omni Stouffer Four Seasons	2 teams answered for each hotel	16.7
Hilton Loews Doubletree	1 team answered for each hotel	8.3

* Total does not add up to 100% due to multiple response.

Table 4.10 Continued

EXCLUSIVE CONTRACTS OR SPECIAL RELATIONSHIPS	NUMBER OF RESPONSES	PERCENTAGE
Yes	1	8.3
No	11	91.7
Total	12	100.0

NUMBER OF ROOMS REQUIRED	NUMBER OF RESPONSES	PERCENTAGE
20-29	11	91.7
30 and more	1	8.3
Total	12	100.0

NUMBER OF SUITES REQUIRED	NUMBER OF RESPONSES	PERCENTAGE
Not Required	2	16.7
1-2	6	50.0
3-4	3	25.0
Total	12	100.0

NUMBER OF KINGS REQUIRED	NUMBER OF RESPONSES	PERCENTAGE
less than 15	1	8.3
15-20	4	33.3
21-25	5	41.7
26-30	1	8.3
Total	12	100.0

Table 4.10 Continued

NUMBER OF DOUBLES REQUIRED	NUMBER OF RESPONSES	PERCENTAGE
Not Required	11	91.7
4	1	8.3
Total	12	100.0

TOTAL SEASON EXPENDITURE	NUMBER OF RESPONSES	PERCENTAGE
less than \$100,000	1	8.3
100,001-200,000	3	25.0
NA	8	66.7
Total	12	100.0

Table 4.11**The NBA - Hotel Selection**

SOURCES OF HOTEL INFORMATION	NUMBER OF RESPONSES	PERCENTAGE *
Sales representatives	11	91.7
Word of mouth	9	75.0
Years of experience	2	16.7
NBTA meeting 800 number Travel agent Hotel brochure	1 team answered for each factor	8.3

TEAM DECISION MAKER	NUMBER OF RESPONSES	PERCENTAGE *
Head coach	7	58.3
Trainer	7	58.3
Travel coordinator	6	50.0
General manager	3	25.0

PREFERENCE IN DEALING WITH SAME HOTEL REPRESENTATIVE	NUMBER OF RESPONSES	PERCENTAGE
Always	11	91.7
Sometimes	1	8.3
Total	12	100.0

SENDING OUT OF BID SHEETS	NUMBER OF RESPONSES	PERCENTAGE
Yes	1	8.3
No	11	91.7
Total	12	100.0

* Total does not add up to 100% due to multiple response.

Table 4.11 Continued

NEGATIVE ASPECTS THAT PREVENT TEAMS FROM STAYING IN A HOTEL	NUMBER OF RESPONSES	PERCENTAGE *
Service	10	83.3
Location	6	50.0
Management Size of room	3	25.0
Price Pro team experience Security Activities around hotel Privacy Restaurant open late	2 teams answered for each factor	16.7
Hotel property Billing King size beds Number of hotel staff Physical facilities Elevator	1 team answered for each factor	8.3

* Total does not add up to 100% due to multiple response.

Table 4.12

The NBA - Hotel Satisfaction

LEVEL OF SATISFACTION	HOTEL SERVICES	PERCENTAGE	HOTEL FACILITIES	PERCENTAGE
Very satisfied	8	66.7	6	50.0
Satisfied	4	33.3	6	50.0
Total	12	100.0	12	100.0

MOST SATISFIED HOTEL SERVICES	NUMBER OF RESPONSES
Hotel Representatives Bell staff	3 teams answered for each factor
Check-in	2
Foodservice Security 24-hr room service Services coordinator Concierge Privacy Staff on hand to assist	1 team answered for each factor

MOST DISSATISFIED HOTEL SERVICES	NUMBER OF RESPONSES
Room service Management	3 teams answered for each factor
Number of staff	2
Front desk Security Bell staff	1

Table 4.12 Continued

MOST SATISFIED HOTEL FACILITIES	NUMBER OF RESPONSES
Room & Suites	5
Location	4
Health club	2
Ballroom space Quiet & Elegant atmosphere Style of building VCR Price	1 team answered for each factor

MOST DISSATISFIED HOTEL FACILITIES	NUMBER OF RESPONSES
Room (small, old)	3
Elevator	2
Health club Layout Smell of smoke in non-smoking room Crowded lobby Lack of facilities Huge size of hotel Ballroom space Lack of privacy/security	1 team answered for each factor

Table 4.13

Summary of the Responses Obtained from the NBA

PROFILE	RESPONSES
# of trips during the regular season	20-70 trips
Average length of stay in a hotel	1-4 nights (Of the 12 respondents, 7 teams indicated "one night.")
Hotel chains where teams stayed most often in the last three years	Marriott, Westin, Hyatt, Ritz Carlton, Sheraton, Embassy Suites, Omni, Four Seasons, Stouffer, Hilton, Doubletree, Loews
Exclusive contracts or Special relationships	Of the 12 respondents, 11 teams said "NO."
# of rooms required during a stay	20-32 rooms
# of suites required	0-4 suites
# of kings required	14-28 kings
# of doubles required	0-4 doubles
Total season expenditure for hotel services and facilities	\$70,000-\$180,000 (Based on N=4)
Sources used to obtain hotel information when selecting hotels	Sales representatives, word of mouth, 800 number, travel agent, hotel brochure, past experience, NBTA meetings
Team decision maker when selecting hotel	Head coach, Trainer, Travel coordinator, General manager
Preference in dealing with the same hotel representative	Of the 12 respondents, 11 teams said "always", while 1 team said "sometimes."
Sending out of bid sheets	The majority (11 out of 12 teams) said "NO."
Factors the could prevent teams from staying in a particular hotel	Negative aspects--service, location, management, size of room, price, pro team experience/reputation/past experience, security, activities around hotel, privacy, restaurant operation time, hotel property, billing, king size beds, # of hotel staff, physical facilities, elevator

Table 4.13 continued

PROFILE	RESPONSES
Level of satisfaction with hotel services	Of the 12 respondents, 8 teams indicated "very satisfied", while 4 teams indicated "satisfied."
Level of satisfaction with hotel facilities	Of the 12 respondents, 6 teams said "very satisfied", while 6 teams said "satisfied."
Most satisfied hotel services	Hotel representatives, bell staff, special check-in, foodservice, security, 24-hr room service, service coordinator, concierge, privacy, staff on hand to assist
Most dissatisfied hotel services	Room service, Management, # of hotel staff, front desk, security, bell staff
Most satisfied hotel facilities	Room & suites, location, health club, ballroom space, quiet & elegant atmosphere, style of building, VCR, price
Most dissatisfied hotel facilities	Rooms (old, small), elevator, health club, layout & floor plan, non-smoking rooms (smell like smoking rooms), crowded lobby, lack of appropriate facilities, huge size, ballroom space, privacy, security
Recommendation	<p><u>Service:</u> 24-hr room service, staff availability for assistance, quiet, more organization, quality of sales staff, front desk, bell staff</p> <p><u>Facilities:</u> not overcrowded lobby, renovation of the over-used facilities, nice layout, bright & clean rooms, quality of restaurant and lobby</p>

COMPARISON ANALYSIS

The survey results from three groups of professional teams clearly show that their needs varied depending on the sport and individual team policies. The NFL teams seem more structured than the Major League and the NBA teams.

Revenue Generated

From the survey results, it was found that the Major Leagues generated the most revenue for the hotel industry, \$300,000 or more per season. This is due to the following reasons. First, they took trips more often than the NFL and the NBA. Also, for one trip they traveled to three cities which required overnight stays in hotels for each city. Second, they tended to stay in a hotel longer than the NFL and the NBA. Finally, when looking at the total season expenditure, they also spent a lot more money for hotel services and facilities compared to the other two sports (Table 4.14).

Table 4.14**Comparison Results - Revenue Generated Among the Teams**

# of Trips	Major Leagues		NFL		NBA		Total	%
	N	%	N	%	N	%		
10 or Under	2	13.3	12	80.0	-	-	14	33.3
11-15	13	86.7	2	13.3	-	-	12	28.6
16-20	-	-	1	6.7	2	16.7	3	7.1
21-25	-	-	-	-	1	8.3	1	2.4
26-30	-	-	-	-	2	16.7	5	11.9
31-35	-	-	-	-	1	8.3	1	2.4
36-40	-	-	-	-	-	-	-	-
41-45	-	-	-	-	4	33.3	4	9.5
46-50	-	-	-	-	2	16.7	2	4.8
Total	5	100.0	15	100.0	12	100.0	42	100.0

Average Length of stay	Major Leagues		NFL		NBA		Total	%
	N	%	N	%	N	%		
1	-	-	13	86.7	7	58.3	20	47.6
2	2	13.3	2	13.3	3	25.0	7	16.7
3	13	86.7	-	-	1	8.3	14	33.3
4	-	-	-	-	1	8.3	1	2.4
Total	15	100.0	15	100.0	12	100.0	42	100.0

Table 4.14 continued

Total Season Expenditure	Major Leagues		NFL		NBA		Total	%
	N	%	N	%	N	%		
less than \$100,000	-	-	-	-	1	8.3	1	2.4
\$100,000-\$149,999	-	-	4	26.7	2	16.7	6	14.3
\$150,000-\$199,000	-	-	2	13.3	1	8.3	3	7.1
\$200,000-\$249,000	-	-	-	-	-	-	-	-
\$250,000-\$299,999	-	-	-	-	-	-	-	-
\$300,000-\$349,999	6	40.0	-	-	-	-	6	14.3
\$350,000 or More	5	23.3	-	-	-	-	5	11.9
NA	4	26.7	9	60.0	8	66.7	21	50.0
Total	15	100.0	15	100.0	12	100.0	42	100.0

Requirements

In terms of the requirements that pro teams seek when selecting hotels, the results of the study show their differences as follows:

1) The number of rooms required was different. Football teams needed an enormous number of rooms, specifically in king and double room types, compared to baseball and basketball teams. This is because football requires a lot of players on one team (Table 4.15);

2) The need for meals was also different. Football teams required a lot of food and spent a lot of money in their hotels for pre-game meals, while baseball allows their players to eat by themselves. It also does not matter whether players eat at the hotel or eat out. For basketball, the preference is for a hotel with a restaurant that is open late because the players will be very hungry after late-night games;

3) Football required meeting rooms and meeting facilities during their stay. Basketball teams needed a big ballroom space that they could use for practicing;

Besides their different needs, all teams shared the following needs:

1) Convenient location--they all needed a hotel that was located close to the airport and stadium. Also, this has to

be in a good part of town. Location was indicated as the determining factor that the teams considered when choosing a hotel;

2) High quality of services--they needed a hotel to follow their instructions and remain with all services and VIP arrangements;

3) Affordable price--they requested special rates (flat rates). This included rates for their guests and media;

4) Security--they required privacy, quiet, safety, and isolation from everyday guests; and

5) Pro team experience--they preferred to stay in hotels that were used to hosting pro teams because these hotels know their needs and wants.

Table 4.15**Comparison Results****Number of Rooms and Types of Rooms Required Among the Teams**

# of Rooms	Major Leagues		NFL		NBA		Total	%
	N	%	N	%	N	%		
20-29	-	-	-	-	11	91.7	11	26.2
30-39	-	-	-	-	1	8.3	1	2.4
40-49	2	13.3	-	-	-	-	2	4.8
50-59	9	60.0	-	-	-	-	9	21.4
60-69	3	20.0	-	-	-	-	3	7.1
70-79	1	6.7	-	-	-	-	1	2.4
80-89	-	-	1	6.7	-	-	1	2.4
90-99	-	-	1	6.7	-	-	1	2.4
100-109	-	-	5	33.3	-	-	5	11.9
110-119	-	-	2	13.3	-	-	2	4.8
120-129	-	-	3	20.0	-	-	3	7.1
130-139	-	-	1	6.7	-	-	1	2.4
140-149	-	-	1	6.7	-	-	1	2.4
150 or More	-	-	1	6.7	-	-	1	2.4
Total	15	100.0	15	100.0	12	100.0	42	100.0

Table 4.15 Continued

# of Suites	Major Leagues		NFL		NBA		Total	%
	N	%	N	%	N	%		
0	-	-	-	-	2	16.7	2	4.8
1	-	-	-	-	2	16.7	2	4.8
2	4	26.7	-	-	4	25.0	3	7.1
3	7	46.7	1	6.7	2	16.7	9	21.4
4	3	20.0	8	53.3	1	8.3	17	40.5
5	1	6.7	2	13.3	-	-	6	14.3
6	-	-	4	26.7	-	-	5	11.9
Total	15	100.0	15	100.0	12	100.0	42	100.0

# of Kings	Major Leagues		NFL		NBA		Total	%
	N	%	N	%	N	%		
10-19	-	-	-	-	5	41.7	5	11.9
20-29	-	-	1	6.7	7	58.3	8	19.0
30-39	4	26.7	-	-	-	-	4	9.5
40-49	6	40.0	1	6.7	-	-	7	16.7
50-59	4	26.7	2	13.3	-	-	6	14.3
60-69	1	6.7	2	13.3	-	-	3	7.1
70-79	-	-	6	40.0	-	-	6	14.3
80-89	-	-	2	13.3	-	-	2	4.8
90 or More	-	-	1	6.7	-	-	1	2.4
Total	15	100.0	15	100.0	12	100.0	42	100.0

Table 4.15 Continued

# of Doubles	Major Leagues		NFL		NBA		Total	%
	N	%	N	%	N	%		
0	2	13.3	-	-	11	91.7	13	31.0
1-5	7	46.7	-	-	1	8.3	8	19.0
6-10	4	26.7	-	-	-	-	4	9.5
11-15	-	-	-	-	-	-	-	-
16-20	1	6.7	1	6.7	-	-	2	4.8
21-25	1	6.7	2	13.3	-	-	3	7.1
26-30	-	-	-	-	-	-	-	-
31-35	-	-	-	-	-	-	-	-
36-40	-	-	3	20.0	-	-	3	7.1
41-45	-	-	2	13.3	-	-	2	4.8
46-50	-	-	2	13.3	-	-	2	4.8
50 or More	-	-	5	33.3	-	-	5	11.9
Total	15	100.0	15	100.0	12	100.0	42	100.0

Level of Satisfaction for hotel services and facilities

The survey results showed that front desk and security were high on the list for all three types of pro teams. Moreover, poor room service and restaurant service were complaints of the Major Leagues and the NBA. In addition, there were minor complaints in such areas as disorganized management, for example, rooms not ready at check-in, telephone operators, billing, not following team's instructions, etc. The Major Leagues and the NFL teams indicated more dissatisfied hotel service items than the NBA teams.

In dissatisfied hotel facilities category, small and old hotel rooms were complaints of all pro teams. Inadequate physical fitness facilities in the health clubs, slow and inadequate number of elevators, poor layout & floor plans, and the smell of smoke in non-smoking rooms were also complaints of two types of sport teams (The Major Leagues and The NBA). Furthermore, small meeting rooms with no air-conditioning were considered very inadequate by the NFL teams.

On the contrary, among the results of the most satisfied hotel services, foodservice seemed to meet pro team needs, followed by special check-in. For level of satisfaction with hotel services and facilities, the majority among the three types of pro teams indicated their satisfaction level as

"satisfied." Among all hotel chains, Marriott was the most popular one among pro teams, followed by Westin and Hyatt. Hilton was the most popular among the Major League and the NFL but not for the NBA team (Table 4.16).

Table 4.16

Comparison Results

Level of Satisfaction for Hotel Services and Facilities

Level of Satisfaction with Hotel Services	Major Leagues		NFL		NBA		Total	%
	N	%	N	%	N	%		
Very Satisfied	4	26.7	6	40.0	8	66.7	18	42.9
Satisfied	11	73.3	9	60.0	4	33.3	24	57.1

Level of Satisfaction with Hotel Facilities	Major Leagues		NFL		NBA		Total	%
	N	%	N	%	N	%		
Very Satisfied	3	20.0	2	13.3	6	50.0	11	26.2
Satisfied	12	80.0	13	86.7	6	50.0	31	73.8

Table 4.16 Continued

Most Satisfied Hotel Services	Major Leagues		NFL		NBA		Total	%
	N	%	N	%	N	%		
Foodservice (Catering)	1	6.7	6	40.0	1	8.3	8	19.0
Hotel rep. (sales)	4	26.7	-	-	3	25.0	7	16.7
Check-in & Pre-registration	2	13.3	3	20.0	2	16.7	7	16.7
Bell staff	2	13.3	-	-	3	25.0	5	11.9
Security	3	20.0	-	-	1	8.3	4	9.5
24-hr room service	2	13.3	1	6.7	1	8.3	4	9.5
Attention to details & Special attention	2	13.3	1	6.7	-	-	3	7.1
Service coordinator/cooperation	-	-	2	13.3	1	8.3	3	7.1
Voice mail	2	13.3	-	-	-	-	2	4.8
Overall services (i.e. promptness)	1	6.7	1	6.7	-	-	2	4.8
Concierge	1	6.7	-	-	1	8.3	2	4.8
Meeting room & facilities	-	-	2	13.3	-	-	2	4.8
Housekeeping	1	6.7	-	-	-	-	1	2.4
Catering Manager	-	-	1	6.7	-	-	1	2.4
Courtesy & Knowledge	-	-	1	6.7	-	-	1	2.4
Laundry	-	-	1	6.7	-	-	1	2.4
Privacy	-	-	-	-	1	8.3	1	2.4
Staff on hand to assist	-	-	-	-	1	8.3	1	2.4

Table 4.16 Continued

Most Dissatisfied Hotel Services	Major Leagues		NFL		NBA		Total	%
	N	%	N	%	N	%		
Room service	3	20.0	-	-	3	25.0	6	14.3
Front desk	4	26.7	1	6.7	1	8.3	6	14.3
Restaurant	3	20.0	2	13.3	-	-	5	11.9
Security	1	6.7	2	13.3	1	8.3	4	9.5
Management (disorganized, room not ready)	-	-	-	-	3	25.0	3	7.1
Telephone operator & Telephone service	2	13.3	1	6.7	-	-	3	7.1
Billing	2	13.3	-	-	-	-	2	4.8
Bell staff	1	6.7	-	-	1	8.3	2	4.8
Not follow instructions	-	-	2	13.3	-	-	2	4.8
Number of staff	-	-	-	-	2	16.7	2	4.8
Autograph seekers	1	6.7	-	-	-	-	1	2.4
Mini-bar	1	6.7	-	-	-	-	1	2.4
Unfriendliness	-	-	1	6.7	-	-	1	2.4
Concierge	-	-	1	6.7	-	-	1	2.4
Attention of sales staff	-	-	1	6.7	-	-	1	2.4

Table 4.16 Continued

Most Satisfied Hotel Facilities	Major Leagues		NFL		NBA		Total	%
	N	%	N	%	N	%		
Rooms & Suites	3	20.0	4	26.7	5	41.7	12	28.6
Location	2	13.3	1	6.7	4	33.3	7	16.7
Meeting rooms & facilities	-	-	6	40.0	-	-	6	14.3
Health club	3	20.0	-	-	2	16.7	5	11.9
Layout (Players' rooms on two floors	-	-	3	20.0	-	-	3	7.1
Restaurant	2	13.3	1	6.7	-	-	3	7.1
Swimming pool	2	13.3	-	-	-	-	2	4.8
Business center	1	6.7	-	-	-	-	1	2.4
Ballroom space	-	-	-	-	1	8.3	1	2.4
Quiet, elegant atmosphere	-	-	-	-	1	8.3	1	2.4
Style of building	-	-	-	-	1	8.3	1	2.4
VCR	-	-	-	-	1	8.3	1	2.4
Price	-	-	-	-	1	8.3	1	2.4

Table 4.16 Continued

Most Dissatisfied Hotel Facilities	Major Leagues		NFL		NBA		Total	%
	N	%	N	%	N	%		
Rooms (old, small)	1	6.7	2	13.3	3	25.0	6	14.3
Health club	3	20.0	-	-	1	8.3	4	9.5
Elevator	-	-	2	13.3	2	16.7	4	9.5
Meeting rooms (small, no a/c)	-	-	3	20.0	-	-	3	7.1
Layout & Floor plans	-	-	2	13.3	1	8.3	3	7.1
Smell of smoke in Non-smoking rooms	1	6.7	-	-	1	8.3	2	4.8
Restaurant	2	13.3	-	-	-	-	2	4.8
Quality of bedding	1	6.7	-	-	-	-	1	2.4
Gift shop	-	-	1	6.7	-	-	1	2.4
Crowded lobby	-	-	-	-	1	8.3	1	2.4
Lack of facilities	-	-	-	-	1	8.3	1	2.4
Huge size	-	-	-	-	1	8.3	1	2.4
Ballroom space	-	-	-	-	1	8.3	1	2.4
Lack of privacy/security	-	-	-	-	1	8.3	1	2.4

Table 4.16 Continued

Hotel Chains Where Teams Always Stay	Major Leagues		NFL		NBA		Total	%
	N	%	N	%	N	%		
Marriott	14	93.3	15	100.0	11	91.7	40	95.2
Hilton	8	53.3	10	66.7	1	8.3	19	45.2
Westin	12	80.0	12	80.0	8	66.7	32	76.2
Radisson	-	-	2	13.3	-	-	2	4.8
Loews	-	-	1	6.7	1	8.3	2	4.8
Hyatt	12	80.0	8	53.3	7	58.3	27	64.3
Embassy Suites	1	6.7	1	6.7	2	16.7	4	9.5
Omni	-	-	2	13.3	2	16.7	4	9.5
Sheraton	6	40.0	4	26.7	3	25.0	13	31.0
Ritz Carlton	2	13.3	-	-	5	41.7	7	16.7
Doubletree	-	-	1	6.7	1	8.3	2	4.8
Four Seasons	-	-	-	-	2	16.7	2	4.8
Stouffer	1	6.7	-	-	2	16.7	3	7.1

SUMMARY

A mail survey and telephone interviews of the professional sports teams generated results for this study. Of the 83 teams, 42 teams participated in the survey. Survey results showed that among the three types of sport teams, Major League baseball seemed to generate the most revenue for the hotel industry. The NBA and the NFL are potential groups since they all used restaurant service, especially the NFL teams that required a lot of food and beverages during a stay; the survey findings reinforce the belief that targeting sports teams is another way to generate additional revenue for hotels. Moreover, it appears that hotels could improve their services and facilities to attract this market.

CHAPTER 5. CONCLUSIONS

The purpose of this chapter is to present a discussion of survey results, implications of the study, and provide recommendations for future research.

DISCUSSION

This research study is the first one that attempts to assess the needs of sports teams in a systematic manner. The results of the study confirm the previous works cited in literature. It is apparent that professional teams can be an exquisite source of revenue for hotels, especially the Major Leagues which are the most lucrative target compared to the NFL and the NBA (O'Dwyer, 1991).

The needs of professional teams vary depending on the type of sport and individual team policies which determine the services a team will receive during its stay at the hotel (Shaw, 1986). Also, when they select a hotel, pro teams consider location first, then service, price, and security (Hoyle, Dorf & Jones, 1989). In addition, pro teams like to deal with the same hotel representatives every time they stay at a particular hotel. They want to see a familiar face

(Deckard, 1990).

Generally speaking, the majority of pro teams' level of satisfaction for hotel services and facilities is "SATISFACTORY." However, there are needs of hotel services and facilities that have been inadequately provided. In order to meet these needs, hotels could improve the following services: room service, hotel staff training (especially front desk, bell staff, concierge, sales rep.), restaurant service, security, telephone service, and billing. For facilities, it appears that hotels should/may have to upgrade rooms, health clubs, elevators, meeting rooms, and lobbies. The above discussion implies that there is still room for improvement so hotels may better serve this market. In addition, pro teams also included the need for hotel improvement through the survey. These areas included the need for **first class** services. Furthermore, for overall results, hotels still need to provide better services and facilities for the pro team market.

First of all, hotels have to be capable of providing a lot of rooms, especially for football teams. Most of the respondents did not send out bid sheets, except football teams. Thus, in order to capture this market, hotels should have their representatives contact each pro team. If a hotel once hosted a pro team for a period of time, the same individual (the hotel sales representative) is the best person

to contact a team. For baseball teams, hotels should contact the team's travel coordinator. The best person to contact for football teams seems to be the head coach, while for basketball teams contact either the head coach or trainer.

Hotels could offer special rates to attract a team to stay. Meanwhile, they should follow-up the negotiation and team's instructions and provide a hotel service coordinator to make them feel they are a priority. Survey results show that the teams' pleasant past experiences with a hotel could guarantee repeat businesses in this market because of good impressions and word of mouth advertising among the teams.

IMPLICATIONS FOR THE HOTEL INDUSTRY

The study provided insightful information for the hotel chains that target sports teams for the hotel industry.

1) In order to attract the business of pro teams, initially, a hotel should have a sport sales representative. This person will be the one that will contact a team's travel coordinator. S/he has to know pro team tournament schedules. Lead times for booking pro team accommodations will vary, depending on the sport involved and individual team. Soliciting business from pro team boosters can usually begin

as soon as schedules are announced. Pro baseball teams have their tournament schedules in spring-summer and team bookings are usually made in the fall or early winter. Pro football is a fall-winter sport and team travel arrangements are usually made in the spring. Finally, for pro basketball teams, which schedule in winter, the arrangements are made in spring and summer.

2) In order to competitively position the hotel, a good relationship between hotel sport representatives and the coaching staff at all levels of home-base pro teams is important. Team staff that takes responsibility in selecting accommodations do seek the advice of their colleagues in securing accommodations that are suitable and affordable. Thus, developing a rapport with those people is a prudent step for hoteliers who wish to seriously pursue this growing market. Persons who arrange the accommodations for a team also differ by type of sport. Normally, each pro baseball has team traveling secretaries handling hotel arrangements. The head coach will most likely be the final arbiter for a pro football team. Either the head coach or trainer is the person that makes decisions for a pro basketball team.

3) Pro teams, especially pro football teams, will send out bid sheets to hotels. Hotels must act quickly in order to

persuade a pro team to stay at its hotel because of an intense competitive environment, especially during hotels' slow periods. By sending them a good proposal with special prices and bonus programs, showing an interest and commitment to hosting the team and offering hotel services and facilities they requested will guarantee the booking from a team. For example, pro football teams generally specified the following requirements: 1) rooms & suites, 2) rooming lists and room assignments, 3) check-in/out, 4) meeting rooms & dining rooms, 5) audio-visual equipment, 6) mass & chapel services, 7) meals and coffee breaks, 8) room service, 9) security & bed check, 10) telephones, 11) transportation, 12) announcements, 13) billing, 14) treatment/taping room, 15) wake-up calls and 16) convenient distance of hotel from the airport and stadium.

4) Finally, hotels have to follow their commitment and communicate well with persons that represent the team. Hotels should assign responsibilities for each function to each hotel services coordinator so they can discuss plans with team representatives during a team's stay. Meanwhile, hotel sport representatives should make the team a priority and be available during the stay. Following through with team instructions as agreed upon and good hotel experiences would ensure repeat business from a pro team. The hotels should remember that word of mouth is the best source of hotel

information among pro teams. As survey results indicated, major hotel chains like Marriott, Westin, Hyatt, Hilton, and Sheraton have seriously targeted these groups as one of their potential markets and also dominate in this market.

RECOMMENDATIONS FOR FUTURE RESEARCH

This study increases awareness of the potential of the sports market for the hotel industry. Also, the results of the study can be useful for hotels that seek a new market niche. Through this study, the different needs of pro teams and individual team policies are identified. Evidently, hosting pro teams can boost hotel revenues through increased occupancies and in-house purchases, as well as food and beverage revenues. Moreover, pro teams present free publicity opportunities for hotel properties. It is conceivable that this sort of basic descriptive research opens the doors for future studies in this area.

The limitation of this study included the confidential policies (for competitive reasons) of both teams and hotels this researcher encountered; therefore, future researchers should be aware that s/he will face difficulties in collecting information. In addition, because teams were occupied with their games and trips, it was very hard to get in touch with

persons responsible for the requested information.

Future research should address the following issues:

1. In order to have a clearly detailed description of the sports market, future research should address the hotel requirements of other professional sports teams, such as pro hockey teams, pro soccer teams and also amateur/collegiate sport teams and individual sports whether professional or amateur. Then compare responses and target specific differences between professional and amateur teams, between professional individual and amateur individual sports' needs, and between team sports and individual sports. The information will be useful for hotel operations when they seek to expand their share of the sports market.

2. To ascertain the current practice of hotel sport marketing in the industry, then develop a marketing strategy that targets the sports market.

3. To find ways to better serve the sports market researchers need to continue to accumulate knowledge in order to fill the gap between the teams' needs and the industry's current practices. The importance of hotel attributes that influence teams' decisions when choosing hotels should be stated.

4. Communication between teams and hotels is also

important. For example, word of mouth is the method that teams use to gather information when selecting hotels, thus, future research should also address the impact of verbal advertisement in possibly increasing hotels' occupancies.

SUMMARY

After data analysis, the results showed the different needs among the three types of pro teams regarding hotel requirements. An effective, ambitious hotel sales representative has a major role in persuading pro teams to stay in his/her hotel. Also, a team's good past experience with a hotel will ensure repeat business and provide excellent public relation for hotel properties. In today's difficult environment of growing competitive pressures, it is apparent that a hotel located a convenient distance from the airport and stadium and that meets a team's requirements with excellent services, reasonable prices and efficient security will be the one where pro teams stay during a game.

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APPENDIX A.

MAJOR LEAGUE BASEBALL

National League

ATLANTA BRAVES
COLORADO ROCKIES
LOS ANGELES DODGERS
PHILADELPHIA PHILLIES
SAN DIEGO PADRES

CHICAGO CUBS
FLORIDA MARLINS
MONTREAL EXPOS
PITTSBURGH PIRATES
SAN FRANCISCO GIANTS

CINCINNATI REDS
HOUSTON ASTROS
NEW YORK METS
ST. LOUIS CARDINALS

American League

BALTIMORE ORIOLES
CHICAGO WHITE SOX
KANSAS CITY ROYALS
NEW YORK YANKEES
TEXAS RANGERS

BOSTON RED SOX
CLEVELAND INDIANS
MILWAUKEE BREWERS
OAKLAND ATHLETICS
TORONTO BLUE JAYS

CALIFORNIA ANGELS
DETROIT TIGERS
MINNESOTA TWINS
SEATTLE MARINERS

NATIONAL BASKETBALL ASSOCIATION

ATLANTA HAWKS
CHICAGO BULLS
DENVER NUGGETS
HOUSTON ROCKETTS
LOS ANGELES LAKERS
MINNESOTA TIMBERWOLVES
ORLANDO MAGIC
PORTLAND TRAIL BLAZERS
SEATTLE SUPERSONICS

BOSTON CELTICS
CLEVELAND CAVALIERS
DETROIT PISTONS
INDIANA PACERS
MIAMI HEAT
NEW JERSEY NETS
PHILADELPHIA 76ERS
SACRAMENTO KINGS
UTAH JAZZ

CHARLOTTE HORNETS
DALLAS MAVERICKS
GOLDEN STATE WARRIORS
LOS ANGELES CLIPPERS
MILWAUKEE BUCKS
NEW YORK KNICKS
PHOENIX SUNS
SAN ANTONIO SPURS
WASHINGTON BULLETS

NATIONAL FOOTBALL LEAGUE

ATLANTA FALCONS
CINCINNATI BENGALS
DENVER BRONCOS
HOUSTON OILERS
LOS ANGELES RAIDERS
MINNESOTA VIKINGS
NEW YORK GIANTS
PHOENIX CARDINALS
SAN FRANCISCO 49ERS
WASHINGTON REDSKINS

BUFFALO BILLS
CLEVELAND BROWNS
DETROIT LIONS
INDIANAPOLIS COLTS
LOS ANGELES RAMS
NEW ENGLAND PATRIOTS
NEW YORK JETS
PITTSBURGH STEELERS
SEATTLE SEAHAWKS

CHICAGO BEARS
DALLAS COWBOYS
GREEN BAY PACKERS
KANSAS CITY CHIEFS
MIAMI DOLPHINS
NEW ORLEANS SAINTS
PHILADELPHIA ENGLES
SAN DIEGO CHARGERS
TAMPA BAY BUCCANEERS

APPENDIX B.

**Individuals Who Critique the Survey Instrument
and Doing Pilot Test**

Names of the five sport specialists:

1. Mr. Jimmy Lawrence, Virginia Tech Basketball Trainer
2. Mr. Eddie Ferrell, Virginia Tech Football Trainer
3. Mrs. Peg Morse, Director of Sports Marketing, Virginia Tech
4. Dr. Elyzabeth Holford, College of Education, Assistant
Dean, Sports management specialist
5. Mr. Greg Vidmar, Sports Representative, Marriott Blacksburg

APPENDIX C

MAJOR LEAGUE BASEBALL SURVEY

1. Last year, how many trips did your team take during the regular season that required an overnight stay in a hotel? _____
2. What is the average length of stay (nights) in a hotel on these trips?

3. Please list the names of the four hotel chains that your team has stayed most often in the last three years.
1. _____ 2. _____
3. _____ 4. _____
4. Does your team have any exclusive contract or special relationship with any hotel chain?
Yes _____ No _____
If yes, please indicate the names of the hotel chains
1. _____ 2. _____
3. _____ 4. _____
5. In a typical trip, how many rooms does your team require? _____
6. How many of the following room types would your team require?
____ Suites ____ Queen ____ Kings ____ Double
7. What is the total season expenditure last year of your team for all hotel services and facilities (lodging, banquet, meal, other services)?
\$ _____
8. Of the following sources, what does your team use to obtain information when selecting a hotel? (check all that apply)
____ "800" number ____ Sales representative
____ Word of mouth ____ Travel agent
____ T.V. ad ____ Newspaper, Magazine
____ Hotel brochure ____ Others (please indicate _____)
9. Please give the position or title of the individual that makes the final decision for the team in selecting hotels?

10. Do you prefer to deal with the same hotel representative every time that your team plans to stay in a particular hotel?
____ Always ____ Sometimes ____ Never
11. Does your team send out the hotel pre-selection guidelines (bids sheets) when selecting hotels?
Yes _____ (please attach information or list the requirements below)
No _____

(continue next page)

12. Please list the four factors or types of things that will prevent your team from staying in a particular hotel

1. _____

2. _____

3. _____

4. _____

13. Please indicate your general level of satisfaction with hotel services and facilities from your past experience.

	<u>Hotel Services</u>	<u>Hotel Facilities</u>
Very satisfied	_____	_____
Satisfied	_____	_____
Indifference	_____	_____
Dissatisfied	_____	_____
Very dissatisfied	_____	_____

14. Please list the two services and facilities in a hotel that you have been most satisfied with and most dissatisfied with in your past experience.

<u>Hotel Services:</u>	<u>Most satisfied</u>	<u>Most dissatisfied</u>
1.	_____	1. _____
2.	_____	2. _____

<u>Hotel Facilities:</u>	<u>Most satisfied</u>	<u>Most dissatisfied</u>
1.	_____	1. _____
2.	_____	2. _____

15. What could hotels do or offer to better serve your team's needs in regard to services and facilities?

Services _____

Facilities _____

THANK YOU VERY MUCH FOR YOUR TIME AND SUPPORT
 Please return promptly in the stamped, addressed envelope provided.

APPENDIX D



VIRGINIA POLYTECHNIC INSTITUTE
AND STATE UNIVERSITY

Department of Hotel, Restaurant and
Institutional Management

College of Human Resources
362 Wallace Hall, Blacksburg, Virginia 24061-0429
(703) 231-5515
Fax: (703) 231-8313 Telex: 9103331861

December 11, 1993

Bill Acree
Traveling Secretary
ATLANTA BRAVES
P.O. Box 4064
Atlanta, GA 30302

Dear Bill Acree:

Could the hotel industry better serve your team's needs?

Each year, professional sports teams spend a large sum of expenditure on hotel accommodations while they are traveling. Yet, the needs of the teams regarding hotel requirements are not clearly identified. Realizing the need, a research study is currently being conducted at Virginia Tech.

I am a graduate student working on a Master's degree in the Department of Hotel, Restaurant, and Institutional Management. For my Master's Thesis, I am collecting data on professional sports teams' needs and requirements when selecting a hotel and their satisfaction level toward hotel services and facilities. I am surveying all teams in Major League Baseball. In order for the study to address your team's need, your participation is vital. The information gathered will enable the hotel industry to better serve your team's needs.

Please take a few minutes to complete the enclosed questionnaire and return it by December 31, 1993 in the self-addressed, postage-paid envelope provided. You may be assured of complete confidentiality. No individual respondents will be identified in any publication resulting from this research effort without your written permission. If you would like to receive a summary of the results of this study, please enclose your business card with the survey.

Your participation in this study is greatly appreciated. If you have any questions, please do not hesitate to contact me at (703) 552-8817 or Dr. Eliza Tse, my thesis chairman, at (703) 231-8424.

Thank you for your time and support.

Sincerely yours,

Tosporn Summa
Graduate Student

Eliza C. Tse, Ph.D.
Associate Professor

APPENDIX E



VIRGINIA POLYTECHNIC INSTITUTE
AND STATE UNIVERSITY

Department of Hotel, Restaurant and
Institutional Management

College of Human Resources
362 Wallace Hall, Blacksburg, Virginia 24061-0429
(703) 231-5515
Fax: (703) 231-8313 Telex: 9103331861

January 10, 1994

Mr. John Brioux
Traveling Secretary
TORONTO BLUE JAYS
300 Bremner Blvd.
Suite 3200
Toronto, Ontario, Canada M5V 3B3

Dear Mr. Brioux:

Within the last three weeks, you should have received a survey questionnaire concerning a research project on professional sports team's needs regarding hotel requirements and their satisfaction level toward hotel services and facilities. As of the due date of December 31, 1993, we have not yet heard from you. Perhaps, the questionnaire was misplaced, or it may not have reached you, etc. In any event, we are enclosing another copy of the questionnaire.

We are hopeful that you will try to find a few minutes somewhere in your busy schedule to fill it out and drop it in your out-going mail. Since it is extremely important for the study to address your team's needs within the hotel industry, we hope you will take the time to supply this important information and return it by February 7, 1994. If you have any questions, please contact the researchers at (703) 552-8817 or (703) 231-8424.

Your participation in this study is greatly appreciated. Thank you for your time and support.

Sincerely yours,

Tosporn Summa
Graduate Student

Eliza C. Tse, Ph.D.
Associate Professor

VITA

Tosporn Summa, a native of Thailand, is the oldest child of Dr. Napon and Mrs. Kunnikakan Summa. She was born on October 28, 1968. She received a Bachelor of Arts degree in Communication Arts from Chulalongkorn University in Bangkok, Thailand. Before coming to the United States, Ms. Summa was a champion of women tennis in Thailand and also was a member of the Thailand National Tennis Team from 1981-1991. She has participated in tennis tournaments around the world, including the Junior Wimbledon in England, the Junior U.S. Open in the United States, the Federation Cup in Japan and England, and the World University Games in Yugoslavia.

In January 1992, she entered Virginia Polytechnic Institute and State University to study for a master's degree work in Hospitality and Tourism Management with a concentration in strategic management. Her major area of research interest include the sports market within the hotel industry. Upon completion of her graduate work, she plans to return to Thailand to pursue her career either in the hospitality industry or tourism industry, specializing in strategy and marketing.



Tosporn Summa