

STRATEGIC PLANNING UTILIZED
IN
ATLANTIC COAST CONFERENCE INTERCOLLEGIATE ATHLETICS

by

Clarence Adrian Smith, Jr.

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APPROVED:

Dr. Margaret L. Driscoll, Chairman

Dr. Jim C. Fortune

Dr. Frederick S. Hills

Dr. Richard K. Stratton

Dr. Wayne M. Worner

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Committee Chairman: M. L. Driscoll

(ABSTRACT)

The purpose of this study was to determine if strategic planning was being employed by the intercollegiate athletic programs of the Atlantic Coast Conference. This research study was designed to examine the marketing procedures utilized by the athletic administrators of the Atlantic Coast Conference that would be beneficial in conducting a strategic plan for their organization.

The population for the study consisted of the eight member institutions of the Atlantic Coast Conference. All eight of the intercollegiate athletic organizations participated in the study. The study consisted of two parts: (1) a written survey and (2) personal interviews with the administrators of five of the member institutions.

Each of the following areas were examined: (1) formal plans, (2) macroenvironmental factors, (3) target markets, (4) pricing techniques, and (5) management information systems. These areas were selected after the review of the literature revealed that these areas were necessary components in the development of a strategic plan.

Data were analysed using STAT PAC by Walconik Inc. and reported through the use of descriptive statistics consisting of frequencies and percentages. Data were also compiled from the interviews and reported in tabular and descriptive formats.

Findings of the study revealed that the administrators of the Atlantic Coast Conference had the necessary tools to develop strategic plans but were not committed to developing any long range plans. Marketing tactics necessary for strategic planning are not perfected in the intercollegiate athletic programs of the Atlantic Coast Conference. The administrators had not acquired the necessary information to develop strategic plans for their organizations.

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CHAPTER 1

Introduction

The future of any organization is affected by the establishment and articulation of environmental conditions. These environmental conditions, which effect the planning process, are more pronounced in organizations such as intercollegiate athletics (Chelladuri, Inglis & Danylchuk, 1984). The complexity in intercollegiate athletics is caused by having such a varied array of benefactors with differing expectations.

One manner of evaluating an organization is through assessing the environmental conditions by observing the sources of opportunities and threats to that organization (Groff, 1981a). One way to minimize the conflicts that hamper the smooth administration of intercollegiate athletics is to determine those environmental conditions common to similar National Collegiate Athletic Association (NCAA) institutions so that realistic goals can be established and strategic planning can become an effective tool.

Planning has become an increasingly important aspect of higher education. Institutions of higher education are continually confronted with an unstable economic

environment, governmental mandates and declining enrollments. Therefore, planning is more essential now at all levels of the organization than ever before. "The future of colleges and universities as organizations includes conditions of decline which require a new set of administrative and organizational responses" (Cameron, p. 359).

Planning in higher education has been associated with conditions of growth, expanding enrollments, research programs, service programs and auxiliary programs (Morgan, 1982). The present administrators lack the experience and knowledge to deal with problems of decline. "If colleges and universities are going to survive in the troubled years ahead a strong emphasis on planning is essential" (Kotler & Murphy, p. 301). Today's environment contains a large amount of turbulence, and rapid and significant change. An organization, regardless of size, must be conscious of the environment whenever it formulates or implements any policy or strategy. If not, that organization will perish (Steiner & Miner, 1977).

Much of the literature currently being published covers the necessity of planning in higher education (Cameron, 1983; Kotler & Murphy, 1982; Morgan, 1982; Toll, 1982). One area of higher education where there seems to be a void in the literature concerning planning is in the area of intercollegiate athletics. This void may be due to the

concept of athletics in higher education being considered an auxiliary function of the university or of administrators considering athletics a separate segment of the university (Lewis, 1979). The literature does not reveal an attempt at organized planning in the area of intercollegiate athletics. Since the athletic program is so entangled with institutions of higher education, athletic departments face the same problems as do the institutions to which they belong.

The athletic and academic administrators have responded to conditions of growth which led to their success being judged on expansion. The athletic managers, just as their counterparts in academia, must now deal with periods of decline, governmental mandates and financial exigencies (Lewis, 1979). Governmental mandates and financial difficulties necessitate active strategic planning in athletics. Strategic planning is concerned with the definition of goals and objectives for an organization and with the design of the functional policies and plans and the organizational structure and systems to achieve those objectives" (Whittaker, p.174).

This type of planning could help athletic programs thrive as auxiliary programs in the university system and be

better capable of coping with the environment of today and the problems of the future. In order to form a strategic plan, top management must be capable of assessing

the principal opportunities that appear to exist within the environment as well as the threats that may adversely affect the company...as well as an examination of the strengths and weaknesses of the company that will affect the formulation of strategy/policy and its implementation (Steiner et al, p. 177).

According to these authors this analysis of weaknesses, opportunities, threats and strengths is an essential step in the formulation of the planning process (Steiner et al, 1982).

Statement of the Problem

The problem is to determine what strategic planning techniques are being utilized in Atlantic Coast Conference intercollegiate athletic programs.

Purpose of the Study

The purpose of this study is to: (1) synthesize the extant literature related to strategic planning that is relevant to intercollegiate athletics, (2) to determine if strategic planning is being accomplished in the area of intercollegiate athletics among Atlantic Coast Conference

institutions, and (3) to determine the management techniques that are being utilized to assess intercollegiate athletic programs in the Atlantic Coast Conference.

Delimitation

The study will be limited to Division 1A institutions as defined by the National Collegiate Athletic Association that are members of the Atlantic Coast Conference. The study will also be limited by utilization of marketing management techniques to determine if strategic planning is taking place in these institutions. The strategic planning process will be restricted to the marketing management techniques utilized in identifying target markets, maintaining marketing management information systems and establishing formal pricing strategies for each product in the organization.

Limitations

The findings of this study will be of significance only to the institutions of this division of the NCAA. The study will be descriptive research and the findings will not be used to establish a causal relationship.

Assumptions

1. Strategic planning is an essential function of every organization in a higher education atmosphere.
2. The questionnaire developed by the researcher will be appropriate for identifying the functions of strategic planning in an intercollegiate athletic program.

3. It is assumed that members of the Atlantic Coast Conference have the same basic goals and objectives for their organization.

Definitions of Terms

Planning. Planning is a perspective of management and decision making that emphasizes rationality, utilization of information and control or influence of future events (Poulton, 1981).

Strategic plans. Strategic plans are a written set of major objectives for proceeding towards particular goals and the subsequent steps necessary to obtain those goals (Kotler & Murphy, 1981).

Forecasting. Forecasting is the prediction of outcomes. The practice of estimating the future (Whittaker, 1975).

Strategic planning. Strategic planning is the process of determining major outside interests focused on the organization; expectations of dominant interests; information about past, current, and projected performance; and evaluations of environmental opportunities and threats, and company strengths and weaknesses (Steiner & Miner, 1977).

Marketing concept. A business philosophy composed of the notions that marketing strategy should be developed based on the customer needs and desires and that all marketing

functions should be structured within the firm, with one person having overall responsibility (Rosenberg, 1978).

Efficiency. Efficiency deals with the aspect of an organization that tends to reduce excess. Doing the same with less resources (Cameron, 1983).

Effectiveness. Effectiveness is the ability of the organization to use resource acquisition (Cameron, 1983).

Opportunities. Opportunities are the advantageous circumstances that are composed of social, political, legal developments, and economic trends that have an financial impact on an organization (Windsor, Greanias, & Jones, 1983).

Threats. Threats are the possible dangers from social, political, legal developments, and economic trends that adversely effect the financial status of an organization (Winsor, Greanias, & Jones, 1983).

Strengths. Strengths are the internal resources that are attributes to the institution. These may give the institution a certain amount of stability (Dube, II & Brown, 1983).

Weaknesses. Weaknesses are the internal characteristics of an organization which lack some component, quality or ingredient that give credibility to the program (Dube, II & Brown, 1983).

Marketing management. The planning, directing, and controlling of the total market operation, including the

formation of marketing goals, policies, programs, and strategy, and often embracing product development, organizing, and staffing to discharge plans, supervising market operations, and performance (Rosenberg, 1978).

Marketing mix. A concept where market strategy is based on the product, price, and promotion and channels into an integrated marketing program (Rosenberg, 1978).

Marketing research. The process of gathering, recording, and analysing information pertaining to the marketing of goods and services (Rosenberg, (1978).

Research Questions

1. What procedures for strategic planning are being utilized in intercollegiate athletic programs?

2. Do intercollegiate athletic organizations examine macroenvironmental factors such as: demographic factors, economy and legal implications within their geographic marketplace to determine their impact on their organizations.

3. What marketing management tactics are utilized by intercollegiate athletic program to identify target markets for specific products?

4. What marketing management tactics are being utilized for pricing the products in intercollegiate programs?

5. Do intercollegiate athletic organizations employ management information systems that are utilized for future planning purposes?

Significance of the Study

Karen Winkler stated in the Chronicle of Higher Education that the problems associated with athletic fanaticism must be controlled not only by presidents of universities but their problems the responsibility of each institutions' trustees. "Governing boards must play a greater role in setting athletic policies and in determining academic priorities than they have in the past" (Winkler, 1984, p. 33).

Intercollegiate athletic programs have grown over the past years in a proportion greater than that of many of the institutions of higher education to which they belong. Intercollegiate athletics have established separate departments and they operate as a business endeavor in a non-profit organization (Atwell et al., 1980). The recent studies in athletics have been primarily concerned with the management background associated with the individuals in positions of authority in athletics (Lewis, 1979).

This study is an attempt to improve the management of intercollegiate athletics by identifying strategic planning techniques utilized in a marketing approach.

Administrators will then have a starting point in order to assess their programs. Athletic departments historically have continually expanded, either by choice or by governmental mandate, the number of products (sports) that they manage, but they have not made their new products self-sustaining much less profitable (Mullin, 1980).

Universities have historically benefited both prestigiously and financially from their athletic programs (Lawson & Ingram, 1980). Today the economic conditions dictate a closer look at the entire athletic program. The development of planning strategies that will make these programs economically feasible in a higher education environment is as essential as the business strategies that a company must utilize to succeed in the business environment.

Organization of the Study

The purpose, significance and scope of the study is defined in Chapter One. Chapter Two will consist of the extant literature, both general and specific pertaining to athletics in higher education. Chapter Three will describe the research methodology of the study and Chapter Four will be comprised of the data collection and discussions of the data. Chapter Five will contain the summary, conclusions and the recommendations.

CHAPTER 2

Review of the Literature

George Steiner exemplified the need for planning when he wrote " Being in favor of long range planning is something like being in favor of motherhood. Who is or can be against it" (1963, p.1)?

The literature concerning planning has evolved over the past 15 years primarily in the management schools. Only during the last few years has the information been disseminated into higher education (Cope, 1981).

"Planning systems have been given many names which are used synonymously; comprehensive corporate planning, strategic planning, formal planning, overall planning, and other combinations of these words. Strategic planning is the phrase most widely used today" (Steiner, Miner, & Gray, 1982 p. 172). The word strategy is a Greek derivative which in the noun form means army and lead. In the verb form strategy means to plan. "The word strategy was first used in the Napoleonic Wars to denote a trick by a general to surprise or outwit an enemy" (Evered, 1983, p. 63). Throughout history the military and politicians have applied the concept of strategy in their various campaigns. This concept has been used more recently by organizational theorist such as Peter Drucker to explain the economic behavior within organizations (Cope, 1981).

According to Drucker "strategy aims to exploit the new and different opportunities of tomorrow" (Drucker, 1980 p. 61). This process is considered a top management skill and one of the first tasks that must be accomplished for an organization to be successful (Drucker, 1974). "Corporate strategy is a process for generating viable directions to satisfactory performance in the market place given a variety of legal constraints and the existence of competitors" (Evered, 1983, p. 70).

Steiner indicates that the planning role of the chief executive alters as the organization grows in size. "As it expands, planning tends to move patterns of objectives, policies, strategies, and guidelines rather than on an item by item basis" (Steiner, 1969, p. 90). The larger the company the more time that is devoted to strategic planning. "The strategic planning process would be invaluable to a company if it did nothing more than force top management to be aware of its changing environment" (Steiner & Miner, 1977, p. 31).

Planning in an organization is correlated to the development of that organization. Kotler (1983) states that there are five stages that are included in this development. They are from simplest to the most complex: (1) the unplanned stage, (2) the budgeting system stage, (3) the annual planning stage, (4) the long range planning stage and (5) the strategic planning stage. As the organization grows

in size and matures, the planning directs the development of the organization.

Attributes of Strategic Planning

The concept that Cope presents concerning strategic planning encompasses the following characteristics:

1. It is the primary function of chief executive officers.
2. It perceives the organization or the sub-unit as a whole.
3. It places great emphasis on the conditions of the environment, seeking to achieve the mission by matching capabilities to environmental conditions.
4. It is a cyclic, continuing process.
5. It is more concerned with doing the right things than doing things right.
6. It is more concerned with effectiveness than efficiency.
7. It seeks to maximize the sum of individual efforts to increase the total effectiveness of an organization.
8. It seeks to answer the question, what is our mission, role, and scope and what should be our mission, role, and scope?
9. It is concerned with the basic characteristics of the organization. Strategic planning is a core of specialization within the organization (Cope, 1981).

Conventional long range planning has been concerned with internal assessment of an organization where strategic planning suggests an external assessment of the environment. Strategic planning suggests that an organization have active relationships with other organizations. The strategic planning process focuses attention on opportunities and threats but also looks for answers to fundamental questions of good management (Steiner & Miner, 1977). The relationships with the environment in strategic planning process cause a different impact on an organization. The interpretation of the literature may determine the particular emphasis taken toward strategic planning. The following review of literature suggests several approaches.

Business Policy Approach

The business policy approach has generally been considered the point of refinement in the formulation of strategic planning during the past 15 years (Cope, 1981). Peter Drucker is credited as the first to consider the issue of strategy when he asked the questions, what is our business and what should it be? The development of business strategy has evolved through alterations of definitions dependent on the particular author with the basic difference being over a broad or narrow definition of strategy (Cope, 1981). A broad definition follows that of the Harvard Business School; strategy defines the nature of what the organization is or is to become. The narrower dimension,

used by some authors, is defined by specific markets or market segments (Cope, 1981).

Marketing Approach

The marketing approach has typically relied on traditional variables in demographics. The appeal of a particular product to a particular sex, age group, or change in cultural values has resulted in an increasingly complex marketplace (Enis, 1973). The research in this area has shown that the more sophisticated the product and the consumer and the more complex the marketplace, the less adequate a traditional marketing approach. An attitudinal approach to marketing has been found more successful when operating in a more sophisticated, complex marketplace (Leister, 1975).

It is evident through the work of Kotler (1977) and Leister (1975) that the marketing approach and the business policy approach are converging. The development of a marketing instrument with a section directly devoted to strategic planning indicates a merging of these two approaches.

From the teaching and research originating in schools of business management come other key concepts that are less based on theory: from management policy, definitions of the bounds of strategic planning and of processes necessary to implement a strategic planning

system; from modern marketing techniques, methods for determining customers' needs and analysis of comparative capacity to satisfy those needs; from organizational effectiveness, guidelines on what makes an organization successful (Cope, 1981, p.18).

Strategic Planning in Higher Education

"Planning procedures currently in use in colleges and universities do not give adequate attention to environmental changes" (Mersen & Qualls, 1979 p. 6). Mersen and Qualls indicate that higher education has historically focused planning efforts on doing things right and not on doing the right things. Colleges and universities have tried highly complex data collection and have sought intensive technical processes which have become too difficult to administer and focus entirely on internal operations (1979). "Strategic planning emphasizes in an economic sense the position of resources - fiscal, human, physical, and intellectual - so as to maximize opportunities in the institutions environment" (Cope, 1981, p. 20). Institutions often confuse planning with operational management. Strategic planning is often concerned with tasks like scheduling, faculty assignments, controlling student registration, formulating and controlling detailed budgets, hiring and firing faculty, implementing admission rules , and controlling personnel levels. These tasks would better be

termed operational control or organizational management (Cope, 1981). Steiner (1969) refers to these procedures as tactical planning. The current authors that relate strategic planning to higher education draw on the business literature (Cope, 1981).

Horner (1979) introduced the idea of political feasibility to higher education strategic planning. This concept was more appropriate than the business economic concept. The idea that political feasibility was more appropriate to the public sector than an economic profit oriented structure has proven useful in higher education planning. Mersen and Qualls (1979) emphasize a financial approach to strategic planning but do not consider the environmental effects.

Collier (1981) develops five elements for strategic planning in higher education. He suggests that they are: (1) strategic planning is the making of a set of future determining decisions for an institution, (2) the total process is composed of both the formulation and implementation of strategy, (3) strategy decisions require matching the organization's particular characteristics and resources with its proximate environment, (4) strategic planning requires the institution to create its own future and (5) the set of decisions should be synergistic and should increase organizational flexibility (1981). These elements can be used by institutions of higher education to

develop a strategic plan but the aspect of institutional tradition and cultural heritage must also be taken into account. "The most important single influence on organizational policy and strategy is the environment outside and inside the organization" (Steiner & Miner, 1977, p. 41).

Focus on Environment

"Until the mid-1970's nearly all administrative and organizational theorists focused on the internal variables; cost per credit hour, salary differentials by rank, use of facilities, projected cost and so on" (Cope, 1981, p. 29). Now the emphasis has moved from internal variables to monitoring changes in the environment which effect those internal variables. These environmental processes which have an effect are (1) economic, (2) social, (3) technological, and (4) political. Tracking or scanning each of these four areas might prove beneficial as a means for anticipating changes in the environment. This process of scanning may provide a scheme for assessing future trends related to higher education (Cope, 1981).

Marketing is an aspect of assessing the environment. Marketing is intended to assist institutions of higher education in matching what they offer with the needs of their consumers, the students and the community. Kotler (1983) suggests that before an organization can develop a

marketing plan the ability to identify its target consumers is essential. One of the major problems incurred by higher education institutions is determining their place in the market. Once a market position is achieved then competing institutions can be determined. A relative position for the institution in the marketplace can be evaluated (Leister, 1975). A company's management information system allows the firm to collect data concerning the past, present, and future that influence the decision making process (Hughes, Kapoor & Ferguson, 1980). The assessment of the environment through some type of scanning process offers several benefits. The institution can identify crucial issues, formulate goals, gain an increased appreciation of other institutions in the same environment, and enhance the development of opportunities (Groff, 1981b). "The management information system is a method of gathering, analysing, and presenting data to help management make decisions, select goals and meet challenges" (Hughes, Kapoor, & Ferguson 1980 p. 230).

A marketing audit is suggested by Kotler (1975) as a means of examining the entire marketing effort in an organization. This process entails appraising the present situation of the organization and recommending future goals for the organization. The audit encompasses evaluating the main environmental factors; markets, customers, competitors,

and the macroenvironmental forces affecting that organization. "This provides a basis for more effective planning" (Kotler 1975, p. 56). One of the most important strategies that can be utilized to gain a share of the market is to adjust prices. It is also one of the quickest to implement (Fogg, 1980). "Price is the only element in the marketing mix that produces revenue. The other elements represent costs" (Kotler, 1983, p. 317). "The marketing concept holds that the key to organizational goals consists of determining the needs and wants of the target markets and delivering the desired satisfactions more effectively and efficiently than your competitors" (Kotler, 1983, p. 17)

Situation Audit

The situation audit in the business enterprise is "to identify and analyze the key trends, forces, and phenomena that may have a potential impact of importance on the formulation of policies/strategies" (Steiner, Miner & Gray, 1982). This is essential so any profound changes in the environment will be identified before they occur. According to Steiner et al., the situation audit is made up of several parts (1) expectations of outside constituents, (2) expectations of major inside interests, (3) the past performance data base, (4) the current situation data base, and (5) the forecasts data base (1982). These aspects of the situation audit are determined by the WOTS analysis. WOTS is an acronym used in the business community to designate

weaknesses, opportunities, threats, and strengths underlying planning.

Top level management in an organization must be capable of identifying the principal opportunities in the environment of the future. These managers must also be capable of realizing threats to the organization. The organization's managers must also examine the strengths and weaknesses that they possess which may affect the formulation of a strategy or the implementation of a policy (Steiner, Miner & Gray 1982). Kotler describes the situation audit in marketing terminology and calls this procedure a marketing audit (1983).

"A marketing audit is a comprehensive, systematic, independent, and periodic examination of a company's - or business unit's -marketing environment, objectives, strategies, and activities with a view to determining problem areas and opportunities and recommending a plan of action to improve the company's marketing performance" (Kotler, 1983 p. 554).

The Requirement for Strategic Planning

In order to plan strategically, an organization must have a system. Strategic planning possesses some basic elements: (1) Review the mission, role and scope of the institution, college or department. (2) Gather data on the internal operations, especially strengths

and weaknesses. (3) Gather data on the external environment, especially threats and opportunities. (4) Match the mission with the strengths in ways that capitalize on the opportunities to develop alternative formulations of strategic policy. (5) Choose from among the alternatives those strategies that are consistent with the institution's values, economically justifiable, politically attainable, and consistent with serving important social needs (Cope, 1981 p. 51).

Mission statements identify the underlying design of an organization. This statement is important because it determines the arena in which an organization operates. "It will determine how resources will be allocated. It limits the search for opportunities, threats, strengths, and weaknesses" (Steiner et al., 1982). When the mission statement is rewritten it can change the opportunities and threats to an organization. Once the mission statement has been established for an organization then objectives are set. Objectives are the desired results which are to be achieved and they are essential in the planning process because they act as guides in assuring fulfillment of specific actions.

Fundamental Approaches to Formal Planning

There are four fundamental approaches to planning. The first is the top-down approach. This is normally accomplished in a comprehensive planning system. The top

management of the company sets up what is to be accomplished and the employees within the departments are essentially told what to do. The second approach is the bottom-up approach. In this method the top management gives no explicit direction but asks for plans. The plans are then reviewed for information requested such as threats, opportunities, strengths, and weaknesses. Once reviewed a process similar to that of the top-down approach is implemented.

The third approach is a combination of the top-down and bottom-up approach. Top management gives guidelines to employees within each department who are responsible for planning. These guidelines are generally broad in nature to allow the department planners flexibility in their input. The fourth method would be a team approach. This is normally used in smaller companies where the chief executive will use the line managers to help develop formal plans. The group, over time, will develop written long range plans (Steiner et al., 1982). Any of the four methods can be used to set up a strategic plan for an organization.

The structure of the organization, along with the managerial style of top management, will aid in determining the use of a particular method. The strategic view of planning has gained in popularity today because researchers realize that the environment is constantly changing,

planning is a process, and that competitors are changing their tactics. Strategic planning places an emphasis on change. Strategic plans are continually modified causing plans to become a pattern in a stream of decisions (Mintzberg, 1978). Planning today is increasingly influenced by the opportunities that exist in the external environment. It is also the ability of an organization to assess its own strengths and flaws. Only by doing this can an organization truly be effective.

Intercollegiate Athletics

Mullin stated "a sports manager is a person whose job entails planning, organizing, staffing, directing and controlling to be performed within the context of an organization whose primary or predominant product or service is sport" (1980, p.3). In the past the term administrator has been used in the public sector with a primary responsibility in the area of resource allocation of the financial budget, physical facilities, equipment and staff. The business manager in an entrepreneurial setting has these functions as well as the major responsibility for selling a product to generate revenue (Duncan, 1978). Since administrators have not considered marketing an essential function in most public sector organizations, marketing has not been a factor for evaluation. Administrators have been evaluated primarily on a basis of their ability to avoid

controversy and decrease internal conflicts within the organization. To exist, the marketing aspect of an organization is paramount. In the private sector the manager has to insure revenue, assets and owner equity in order for a corporation to achieve success (Duncan, 1978).

Nationally, intercollegiate athletics comprises only a small portion of the money expended on higher education. Likewise, the number of student-athletes is only a small fraction of the student population in higher education yet expenditures on intercollegiate athletics exceeds 500 million dollars annually (Atwell, Grimes & Lopiano, 1980). The attention placed on athletics by television and through newspaper coverage emphasize the emergence of athletics into an entertainment endeavor (Shea & Wieman, 1967). In a study conducted by Atwell, Grimes and Lopiano it was found (1) there was a dependence on football gate receipts to finance a multi-sports athletic program, (2) that approximately 60 institutions in the United States operate football programs that break even, (3) that except for a few programs, self supporting athletics are not budgetarily profitable and inflation has exceeded the traditional income sources, (4) that there has been a marked increase in the amount of expenditures on womens' athletic programs since 1972, (5) that a de-emphasis of football would be devastating to other sports both mens' and womens', (6) that there has been an increase in gifts earmarked for athletics to offset

decreasing gate receipts and (7) big time athletics is becoming increasingly limited to public universities (1980).

Current researchers are making an attempt to define the organizational goals in an athletic program (Chelladurai et al. 1984). Broyles, Hay and Ginter (1979) have looked at the aspect of trying to establish athletic program objectives through the marketing of a successful program. The ability to merge a business approach and a marketing approach in the administration of an athletic program is necessary to attempt to solve athletic problems (Broyles & Hay, 1979). Understanding and utilizing managerial and marketing strategies gives a sound foundation to an athletic program (Broyles, Hay, & Ginter, 1979). In order to practice management a person must take both an internal and external perspective to the organization (Mullin, 1980). Environmental related variables should be studied in the area of sport management to identify the different markets. Market analysis determines the future sport directions that are the desires of the consumer (Parkerhouse, 1982). According to Collier (1981) strategic planning is a means of matching an organizations particular resources with its environment. One means of assessing the market is through the marketing approach (Leister, 1975). Marketing is not sales promotion but "marketing is the stuff that ensures

that people are satisfied with the services they receive" (Scigliano, 1980). Another planning process utilized is environmental scanning (Groff, 1981b), while Steiner, Miner and Gray (1982) advocate the use of a situation audit. All of the processes indicate a need for assessing the internal and external environment of an organization for it to achieve its goals and objectives.

Internal assessment is the process that has been used for some time in the public sector to administer an organization but athletics require a public oriented organization to assess the external environment. Matching of these two environments can provide an athletic organization to act as a private enterprise in the public sector (Mullin, 1980).

Harris, in a recent article, indicated that there is a need for improving organizational skills in athletics by utilizing a team concept to increase productivity (1983). This is again an internal approach to solving problems in athletics. The NCAA published a booklet in 1981, "Evaluation of Intercollegiate Athletic Programs" in which the authors stressed the need for institutions to review their athletic programs by first assessing the current conditions and weaknesses in respect to their general goals. Once this is accomplished .pa some course of specific action should be taken to upgrade athletic programs (Harvey, 1983).

According to Hall (1972) intercollegiate athletic programs have stated their goals in global terms so that conflicts among the varied benefactors with different expectations will be satisfied. This acts as a means of diluting demands from the internal and external environment rather than matching the two environments. Chelladurai studied the effects of goal orientations by developing a scale to assess the constituents expectations of their athletic programs. The procedure was established to provide administrators with the objectives for evaluating various programs in Canada (1984). This was a first attempt to environmentally scan a particular group to identify differences between institutions and differences in the goal orientation of various publics in the area of athletics. The study was limited to Canadian universities and did not reflect some of the problems inherent to intercollegiate athletics in the United States.

Shirley and Cruthers detail how operational and administrative decisions are determined from strategic decisions. The three main determinants of an organizations strategy consist of (1) external opportunities and threats, (2) internal capabilities, the strengths and weaknesses, and (3) the personal values of the constituents, goal orientation (cited in Groff, 1981b). A critical analysis takes place to determine what an organization (1) can accomplish, (2) wants to accomplish and (3) cannot

accomplish. This analysis is achieved by matching the strengths and weaknesses with the opportunities and threats (Groff, 1981a). Ansoff indicates "that a rational analysis of the opportunities in the environment with the strengths and weaknesses of an organization and the selection of a match (strategy) between the two which best satisfied the objectives of the organization was the solution to strategic planning" (1976, p. 1).

Broyles and Hay present a management list of strengths and weaknesses of an athletic program to be utilized by an athletic director to assess the overall program (1979). This type of management auditing approach is presented in a general format which can be used by a variety of institutions, however, no data collection has been undertaken to determine which factors are significant.

Summary

The literature in both the business environment and in higher education stresses the need for establishing a planning process within an organization. The higher education planning literature is primarily based on the business literature which preceded it by 15 years. The development of a planning process forces an organization

member to take a particular direction in accordance with its specific goals and objectives. Steiner emphasizes that as the organization grows, the demand for planning increases. Intercollegiate athletic programs have evolved to a point where they compete for a segment of the entertainment market.

Several approaches have been proposed to accomplish the task of strategic planning. The business approach has the organization member evaluate itself by looking at what is its business and what should be its business? This process is essentially an internal assessment of the organization by observing the mission and determining if the organization is moving toward its goals and objectives.

A marketing approach is another method of planning. This procedure utilizes demographic variables to determine factors which have an impact on an organization.

When planning was initially studied the emphasis was placed on an internal assessment of an organization. Since the mid-1970's there has been a shift in emphasis from an internal assessment to an external assessment of the environment.

Steiner and Miner emphasize the WOTS analysis as a viable means of assessing an organizations place in the market. The organization takes an external and internal look at its strengths and weaknesses. An attempt is made to

match the strengths with the opportunities of the environment. This matching process is referred to as environmental scanning by Groff.

Intercollegiate athletics is in the embryonic stages of development when compared with other businesses within the environment. Since this business comprises only a small portion of the total money expended on higher education little emphasis has been previously placed on the managerial skills necessary to direct the athletic program. This attitude is changing as athletics continue to grow. Research has been conducted to attempt to determine organizational goals in athletic programs. Broyles et al. have looked at managerial approaches to producing a successful program. Two facets that they considered important are price consideration and identification of target markets. Broyles and Hay linked long range planning only with facility planning. No evidence of data supports that planning techniques are being utilized in athletic programs beyond facility planning.

The business and higher education literature emphasize the need to look at the internal and external environments of an organization. Parkerhouse states that market analysis is essential to show the needs of the consumer. Scigliano indicates the need ensuring for customer satisfaction with the services they receive.

Athletics have grown into a business endeavor at some institutions and for them to continue to flourish certain organizational skills must be improved. The need for sports administrators to plan is of utmost importance. The athletic administrators must have the ability to match the internal and external environment to provide an athletic program with the capability to act as a private enterprise in a public sector setting. Managers plan for the future if for no other reason than to raise their own salaries. Any manager who does not plan for the future of his organization is not performing one of his foremost functions.

CHAPTER 3

Research Methodology

The purpose of this study was to determine if strategic planning was being utilized in intercollegiate athletic programs of the Atlantic Coast Conference and to determine if marketing management techniques were being used to assess intercollegiate athletic programs in this conference. This chapter includes descriptions of the research methodology, the instrumentation, the population, the data collection and the method of analysis.

No research was identified in the preceding chapter which utilized objective measures to assess the impact of specific variables concerning planning in the athletic environment or to determine if active utilization of strategic planning techniques was being accomplished in the area of intercollegiate athletics. It was the goal of this research to determine if these tasks were being undertaken in selected intercollegiate athletic programs.

The research cited in the preceding chapter did indicate several possible approaches that a researcher might take to determine if strategic planning was being accomplished in either the business sector or in the higher education atmosphere. From this review of the literature, a marketing approach to strategic planning was selected as the best approach to evaluate an intercollegiate athletic

program since it has many of the same characteristics of a business operating in a non-profit organization.

Certain marketing management activities noted in the business literature were considered necessary for strategic planning to take place. Four of the activities that indicated strategic planning was occurring in an organization were the presence of: (1) formal comprehensive plans which include each products' goals and objectives, (2) formal pricing plans that enable each product to achieve its goals and objectives, (3) a formal procedure for identifying the consumers for each product produced by the organization and (4) maintenance of some type of management information system. Each of these techniques would be extremely useful to the top executive of an intercollegiate athletic program in the planning process. Broyles and Hay (1979) indicated that an intercollegiate athletic program working as an auxiliary activity in a higher education atmosphere carried on many business activities. They also suggest that their product survival is dependent on the organizations' ability to utilize marketing tactics.

Methodology

The strategic management techniques utilized in this study were divided into two categories. The first consisted of an assessment of the organizations' attitude toward formal planning. The investigation was concerned with the

organizations' value of written plans and what procedural method was utilized in the formation of those plans. The second category examined the marketing tactics that are inherent to both the business sector and an intercollegiate athletic program which would be necessary for the formation of strategic plans in an organization. Three tactics were utilized to determine if the intercollegiate athletic organization was using marketing management techniques to accomplish strategic planning in their organization.

The three tactics utilized consisted of (1) whether an intercollegiate athletic organization had established formal pricing strategies, if they had (2) established procedures for identifying target markets for each product within their organization and if they had (3) developed a management information system. These three tactics were selected after researching the higher education literature and the related business literature. Although these are not the only marketing management tactics necessary in an organization for strategic planning to be accomplished, the presence of these three attributes in an organization indicate the capability of an organization to develop strategic plans.

Research Design

This study utilized a descriptive analysis of marketing management techniques to determine if strategic planning was

being accomplished in the intercollegiate athletic programs of selected institutions. Babbie (1973, p.58) stated "that surveys are frequently conducted for the purpose of making descriptive assertions about some populations: discovering the distribution of certain traits or attributes." The use of a descriptive research method is a decision oriented approach rather than a conclusion oriented approach. The survey is utilized to point out and identify present conditions that aid an administrator in making sound decisions (Mouley, 1978).

Data Collection

This particular study was descriptive in nature and employed a survey technique. Each Atlantic Coast Conference school was contacted by telephone to determine who was the most qualified person in their organization to answer the questionnaire. Once that was determined the questionnaire was formatted according to Dillman (1978). The follow up procedure was altered in order to obtain maximum response. If a response was not received in the allocated time (according to Dillman) a second phone call was made to the person to whom the questionnaire was mailed. At that time the researcher requested to conduct a telephone survey but the respondent indicated that they would prefer a written survey. A second survey was then mailed to that respondent. A personal interview was also conducted at five of the institutions. The institutions selected for the interview

portion of the study were chosen strictly as a matter of geographic convenience for the researcher. The purpose of the interview was to determine through the use of open ended questions if strategic planning was being utilized at these institutions and to determine whether or not the questionnaire revealed the actual practices of the institution. The ethnographic information from the interviews was collected and analysed in accordance with the procedures outlined by Spradley (1980).

The questionnaire was developed after careful analysis of the literature and through several discussions with the business manager at Virginia Tech, a Division I institution. The questionnaire was then pretested by members of the intercollegiate athletic program at Virginia Tech. The results that were obtained were placed in a presurvey file and frequencies were run to determine if the codebook of variables would give results that could be analysed.

Population

This study investigated a single conference within the NCAA. The conference selected was the Atlantic Coast Conference. It was selected because it has both revenue sports and non-revenue sports that have been competitive on a national level over the past five years. Some of the non-revenue sports were not varsity sports 10 years ago but today are contenders for national championships. Another

reason that this conference was selected was the geographic proximity of the institutions of this conference to the researcher. Some of the macroenvironmental factors were very similar since four of the schools fall into the same geographic region. Two of the remaining schools fall into major metropolitan areas where they must compete with other entertainment markets that produce similar products. The last two institutions were grouped into a similar geographic category because of their rural environment. Although each of these geographic categories was different, the literature indicates that the individual intercollegiate athletic organization should have devised a specific plan for obtaining their share of the market for each product and a specific plan for pricing each product within their organization.

A list of the institutions in this study appear in Appendix A. Representatives for participation (Appendix B) in this study were identified by a telephone conversation with the Athletic Director of each of the institutions.

Method of Analysis

The investigator used Stat Pac by Walonick Associates. in order to utilize this statistical package it was necessary to develop a codebook for variables from the questionnaire. Based on the variables in the questionnaire, the investigator then utilized frequencies to determine tendencies that were present among the intercollegiate

athletic programs of the Atlantic Coast Conference concerning a marketing approach to strategic planning. The tables were developed from the frequency analysis to indicate the emphasis that these intercollegiate athletic programs placed on the use of a marketing approach to accomplish strategic planning.

CHAPTER 4

Results and Analysis of the Study

This chapter presents and analyses the data collected. The data were obtained directly from persons involved in the organization and management of the intercollegiate athletic program of the Atlantic Coast Conference institutions. The analysis examines five areas that are considered essential ingredients for a marketing approach of strategic planning to occur.

The results are presented in the same order as the research questions were presented in Chapter One. The survey instrument was designed to collect the data in essentially the same format.

The major sections are: (1) use of formal goals and objectives, (2) identification of macroenvironmental factors, (3) market identification, (4) a formal pricing plan, and (5) a formal data management system. The data are presented through textual and tabular form for each section and discussions of the findings focus upon the five specific research questions that were presented in chapter one.

The results of the personal interviews are presented in a separate section following the presentation of the data obtained from the survey instrument. These data are presented in the same manner that was used to collect the

information in the personal interview. Following the presentation of the data, a discussion of the data and the literature is presented.

Each intercollegiate athletic department in the eight member schools of the Atlantic Coast Conference was contacted by telephone so a member of their athletic staff could be identified who would be qualified to answer questions on planning in their athletic department. Once this had been accomplished a personal letter (Appendix C) with an enclosed questionnaire (Appendix D) was mailed to the individuals identified. Five of the schools (Appendix A) were also requested to be involved in a personal interview with the researcher to determine if the survey instrument examined the planning that was taking place at their institution and to obtain additional data in the methods that their intercollegiate athletic programs were employing in the planning process. Representatives of all the intercollegiate athletic programs of the Atlantic Coast Conference answered the questionnaire and the five institutions selected by the researcher for a personal interview agreed to that portion of the study. The data are assembled according to the five research questions listed in Chapter One.

Analysis and Interpretation of Data

Formal Goals and Objectives

What procedures for strategic planning are being utilized in intercollegiate athletic programs?

It was evident from the review of the literature that through the presence of formal goals and objectives, annual plans, written long range plans and continuous examination of each segment of an organization a strategic plan could be developed for the organization. Each of these procedures are basic in the formulation of a strategic plan in the private business sector. The purpose of this research question was to determine if the studied intercollegiate athletic departments were utilizing procedures recommended for a business enterprise.

Data in Appendix E revealed that the Athletic Director was responsible for the planning of the intercollegiate athletic program at all eight of the member schools of the Atlantic Coast Conference. The data in Table 1 illustrates the degree of emphasis that is placed on the formal planning process by the institutions of the conference. The data in Table 1 also show that 62.5 percent of the respondent institutions had written goals and objectives and that 75 percent of the conference members had developed annual plans for their programs that included a breakdown by each sport. Eighty-seven and one half percent of the conference institutions indicated that each sport was examined annually

TABLE 1

FREQUENCY ANALYSIS OF FORMAL PLANNING PROCEDURES

	YES	NO
PRESENCE OF WRITTEN GOALS & OBJECTIVES	62.5%	37.5%
PRESENCE OF ANNUAL PLANS	75.0%	25.0%
PRESENCE OF LONG RANGE PLANS	37.5%	62.5%
EXAMINE EACH SPORT ANNUALLY	87.5%	12.5%

Response Rate = 100%

to determine its status. The athletic administrators had developed long range plans in 62.5 percent of the conference institutions.

The data in Table 2 revealed that the Athletic Director and the individual coach for each sport combine to formulate plans in 50 percent of the conference institutions. In 33.3 percent of the institutions responding an associate athletic director and coach were the primary persons involved in developing the goals and objectives of each sport and in 16.7 percent of the programs the individual coach was the only person involved in developing the goals and objectives for their respective sport. Two of the respondents failed to answer this item on the questionnaire so this question was tabulated as if there were only 6 member institutions.

Summary. The data revealed that the administrators of the Atlantic Coast Conference athletic programs place a larger degree of emphasis on annual plans than on long range plan within their organizations. These efforts do examine each sport annually to determine the value that the sport has on the total organization. The data also revealed that the Athletic Directors utilize the assigned coaching staff to develop the annual plans for their sports a majority of the time.

Table 2

DEVELOPER OF GOALS & OBJECTIVES

	RAW SCORE	PERCENTAGE
ATHLETIC DIRECTOR	0	0.0%
INDIVIDUAL COACH	1	16.7%
ASSOCIATE AD & COACH TOGETHER	2	33.3%
AD & COACH TOGETHER	3	50.0%

Response Rate = 75%

Macroenvironmental Factors

Does the intercollegiate athletic organization examine macroenvironmental factors, the demographic factors, economic and legal implications within their geographic marketplace to determine their impact on the organization?

Macroenvironmental factors encompass many facets that influence the organization. The literature led the researcher into examining specific aspects that were applicable to athletics but in no way are to be considered the only macroenvironmental aspects that might influence an athletic program.

Data obtained from the respondents that was related to this research question provided the researcher an insight into the emphasis that intercollegiate athletics place on the evaluation of laws that affect athletics. The overall image of athletics in general as well as the image of a specific athletic programs are macroenvironmental factor that were examined.

In this section the respondents assessed the emphasis that the conference institutions placed on the image of athletics and rated the importance placed on examining the laws which influence athletics. Questionnaire items included the following:

1. The importance to your athletic program to evaluate the public's image of athletics.

2. The importance to your program to evaluate the laws that impact upon athletics.

3. Is anyone in your organization specifically assigned to monitor and evaluate the laws that have an impact upon athletics?

4. When did you survey the public concerning the image that your athletic program projects?

5. What was the most important method for improving the image of your athletic program?

6. What are the economic expectations of your institution concerning the athletic program?

Each respondent was requested to indicate how important it was to the athletic program to evaluate the image of athletics. It was considered that this might give the researcher an insight into the emphasis that these institutions placed on the image of the products that they are producing for the marketplace. This was also an attempt to investigate some of the macroenvironmental factors that are present and are easily recognizable. The questions concerning emphasis on the legal aspects of an athletic program were designed to investigate the concern of the administrators to examine the legal implications of the environment that have an impact upon the organization. The questions concerning the examination of the specific aspects of the organizations' image was a method of determining the athletic directors concern in this area. The question that

involved the economic expectations that the institution placed on the athletic program was designed to determine the emphasis that the athletic administrators had placed on their program to operate as a business enterprise.

The data in Table 3 show the emphasis that the athletic administrators of the Atlantic Coast Conference institutions placed on evaluating the image of athletics and the concern about the laws that might impact upon their athletic program at their institution. These data shows that 50 percent of the respondents indicated that evaluating the image of athletics was very important and 37.5 percent marked that it was extremely important. Sixty two and one half of the respondents considered the evaluation of laws concerning athletics extremely important and 37.5 percent indicated it was very important.

The respondents indicated (Appendix E) that in 87.5 percent of the institutions that a person was specifically assigned to evaluate the laws that have an impact upon athletics. The interview portion of the study revealed that each of the athletic programs had retained a lawyer for legal matters while an athletic administrator handled NCAA rule clarification. The administrators also indicated (Table 4) that 75 percent of the institutions within the conference had never surveyed the public to determine the image of their program. The method that 87.5 percent of the

TABLE 3

EVALUATION OF MACROENVIRONMENTAL FACTORS

	EXTREMELY IMPORTANT	VERY IMPORTANT	SOMEWHAT IMPORTANT	TOTAL
EVALUATE IMAGE	37.5%	50.0%	12.5%	100%
EVALUATE LAWS	62.5%	37.5%	0.0%	100%

Response Percent = 100%

TABLE 4
SURVEY OF IMAGE

	RAW SCORE	PERCENTAGE
1 YEAR AGO	2	25.0%
NEVER	6	75.0%

Response Rate = 100%

respondents indicated (Table 5) that was most important to improving their image was having a winning team.

The respondents also indicated, as illustrated in Table 6, that they were expected to operate with a profit in 75 percent of the institutions. The other 25 percent of the administrators were expected to at least break even.

The data in Table 7 indicate the athletic administrators perception of the consumers equitable return to those consumers who make financial contribution to their athletic program and the table also includes the items that the consumers receive for their investment. The administrators of the Atlantic Coast Conference all considered that their consumers were receiving an equitable return on their investment. The consensus was that parking privileges and prime seating were necessary for the consumer to obtain an equitable return on their investment. At 37.5 percent of the institutions free season tickets were also part of the return on the consumers' investment and at 75 percent of the institutions the consumer received a sports news letter. At 62.5 percent of the institutions a sports newspaper was also a return on the consumers' investment.

Summary. The administrators of the Atlantic Coast Conference indicated that the evaluation of macroenvironmental factors was important. This was evident by the responses in the questionnaire. However, these institutions have not implemented any marketing practice

TABLE 5
IMPORTANCE TO IMPROVING IMAGE

	RAW SCORE	PERCENTAGE
WINNING	7	87.5%
HIGH RATE OF GRADUATION FOR ATHLETES	1	12.5%

Response rate = 100%

TABLE 6
ECONOMIC EXPECTATIONS OF ATHLETIC PROGRAM

	RAW SCORE	PERCENTAGE
OPERATE SLIGHTLY IN BLACK	6	75.0%
BREAK EVEN	2	25.0%

Response rate = 100%

TABLE 7

ADMINISTRATORS' PERCEPTION OF CONSUMERS EQUITABLE RETURN

	YES	NO	TOTAL
EQUITABLE RETURN *	100.0%	0.0%	100%
FREE SEASON TICKETS	37.5%	62.5%	100%
PARKING PRIVILEGES	100.0%	0.0%	100%
PRIME SEATING	100.0%	0.0%	100%
SPORTS NEWSLETTER	75.0%	25.0%	100%
SPORTS NEWSPAPER	37.5%	62.5%	100%

Response Percent = 100.0%

* Response Percent = 87.5%

that would indicate that they monitor the image their athletic program projects in the market. The consensus of the administrators in these institutions is that their products will provide a positive image if they are successful. They have employed an individual to evaluate the legal implications to athletics at the majority of the institutions which indicates their concern for any legal impact upon their products by environmental factors such as the NCAA or the government.

Marketing Management Tactics For Target Markets

What marketing management tactics are being utilized by an intercollegiate athletic program to identify target markets for their specific products?

The marketing management techniques for identification of target markets employed in an athletic program should be similar to those in the business sector. Although there has been no national survey conducted concerning athletics as there has been in other business sectors, there are methods that each athletic program might employ to determine the target markets in their geographic area that would pertain to athletics.

Table 8 shows that the Atlantic Coast Conference administrators have identified the local community as the primary consumer in 50 percent of the institutions. Data from the respondents in Table 9 indicated that 50 percent

TABLE 8

IDENTIFICATION OF CONSUMERS

LOCAL COMMUNITY	50.0%
ALUMNI	25.0%
OTHER *	25.0%

* This group consisted of a combination from students, faculty, alumni and the local community.

Response percent = 100.0%

TABLE 9
METHOD OF CONSUMER IDENTIFICATION

	RAW SCORE	PERCENTAGE
ATTENDANCE RECORDS	4	50.0%
WRITTEN SURVEY	1	12.5%
MARKET SURVEY FOR FOOTBALL	1	12.5%
NONE	2	25.0%

Response Rate = 100%

utilized previous season attendance records to identify their consumers. In 12.5 percent of the institutions a written survey was conducted while another 12.5 percent indicated that a market survey was utilized to identify their consumers. The remaining 25 percent indicated that they had made no attempt to identify the consumers of their products through a marketing technique.

Table 10 indicates that 50 percent of the Atlantic Coast Conference athletic programs utilize increased advertising to attempt to increase their portion of the entertainment market while 12.5 percent indicated that hiring a new coach was the method that they utilized to increase their portion of the market. Another 12.5 percent indicated that they considered winning as the method that would give their athletic program a larger portion of the entertainment market and 12.5 percent indicated that they did not have any approach to increasing their portion of the entertainment market. One administrator, 12.5 percent of the respondents, indicated that the method utilized at his institution was to promote new sports in order to obtain larger segment of the entertainment market.

Table 11 shows the respondents assessment of target markets in revenue and non revenue sports. In 62.5 percent of the member institutions an assessment of revenue sports was conducted and in 37.5 percent of the member schools no

TABLE 10

METHODS OF INCREASING ENTERTAINMENT MARKET

	RAW SCORE	PERCENTAGE
INCREASED ADVERTISING	4	50.0%
HIRING A NEW COACH	1	12.5%
WINNING PROGRAMS	1	12.5%
PROMOTING NEW SPORTS	1	12.5%
NO APPROACH	1	12.5%

Response percent = 100.0%

TABLE 11
ASSESSMENT OF MARKETS BY TYPE OF SPORT

	REVENUE ONLY	NON REVENUE ONLY	BOTH REVENUE & NON REVENUE	NEITHER REVENUE & NON REVENUE
ASSESSMENT OF TARGET MARKETS	62.5%	0.0%	25.0%	12.5%
CONDUCTED MARKET SURVEY	62.5%	0.0%	0.0%	37.5%

Response Rate = 100%

market survey was conducted for revenue or non revenue sports.

Summary. The member institutions administrators all indicated that they had successfully identified their consumers. The most often used method of identification was through attendance records although some institutions had implemented marketing tactics. The respondents also all indicated that they considered their consumers were receiving an equitable return on their investment; however, they had not implemented any marketing procedure to document that their consumers were satisfied with the return on their investment. The respondents indicated that the most used return on consumers investment was parking and prime seating privileges.

Marketing Management Tactics for Pricing

What marketing management tactics are being utilized for establishing prices for the products in an intercollegiate athletic program?

The literature review revealed certain pricing techniques employed in the business sector to assist in the marketing of a specific product. The purpose of this research question was to collect data from the Atlantic Coast Conference athletic programs relevant to the employment of pricing techniques and the emphasis that these athletic programs place on pricing techniques.

Ticket Price Objectives. The data displayed in Table 12 indicates that 75 percent of the institutions had ticket price objectives and 12.5 percent of the institutions did not possess any ticket pricing objectives. It was indicated that at 12.5 percent of the institutions ticket pricing objectives are employed some of the time. The data also indicate that 75 percent of the respondents did not have a ticket pricing document that indicated their pricing goals and objectives. The data in this table show that 50 percent of the institutions do not attempt to estimate consumer demand by adjusting ticket prices while 37.5 percent indicated that they did attempt to estimate consumer demand by ticket price adjustment. In 12.5 percent of the institutions there was an indication that they utilized this procedure some of the time.

The data in Table 13 indicate the emphasis that the Atlantic Coast Conference institutions place on selling preseason tickets and on investing the revenue obtained from preseason sales. The respondents indicated that 87.5 percent of the member institutions sell preseason tickets and 62.5 percent of the administrators invest the revenue earned by preseason ticket sales. Table 14 shows the procedure that was utilized by the Atlantic Coast Conference institutions for setting ticket prices. Fifty percent of the administrators indicated that ticket prices were

TABLE 12
PRICING TACTICS

	YES	NO	SOMETIMES
TICKET PRICING OBJECTIVES	75.0%	12.5%	12.5%
SPECIFIC TICKET PRICING DOCUMENT	25.0%	75.0%	0.0%
ESTIMATE CONSUMER DEMAND ON TICKET PRICE	37.5%	50.0%	12.5%

Percent Response = 100.0%

TABLE 13

TICKET PRICING TACTICS

	YES	NO
SELL PRESEASON TICKETS	87.5%	12.5%
INVEST PRESEASON TICKET REVENUE	62.5%	37.5%

Response Rate = 100%

TABLE 14
METHOD OF ESTABLISHING TICKET PRICES

	RAW SCORE	PERCENTAGE
COMPARISON WITH CONFERENCE	4	50.0%
COMPARE WITH PEER INSTITUTIONS	2	25.0%
ESTIMATED INTEREST OF CONSUMERS FOR EACH EVENT	1	12.5%
COMPARISON WITH CONFERENCE, PEER, COMPETING INSTITUTIONS	1	12.5%

Response Percentage = 100%

established by a comparison with the other members of the conference. In 25 percent of the institutions the prices were set by comparison with peer institutions and in 12.5 percent of the institutions prices were determined by the estimated interest in a particular game. The remaining 12.5 percent established their ticket prices by comparison with conference, peer, and institutions against whom they were competing. Most of the respondents (87.5 percent) indicated in Table 15 that they considered their products were priced at the market rate. The remaining 12.5 percent of the respondents did not know if their products were priced at the market rate or not.

Summary. The administrators of the member institutions of the Atlantic Coast Conference indicated that they had established ticketing goals and objectives but that they did not have documentation to guide them in attaining any of those particular goals and objectives. The majority of the respondents indicated that they did not employ pricing techniques to estimate consumer demand but pricing techniques were utilized some of the time by some of the institutions. The respondents also indicated that they were pricing their products at the market rate but indicated different methods of establishing the market rate.

TABLE 15
MARKET RATE OF PRODUCTS

	RAW SCORE	PERCENTAGE
AT THE MARKET RATE	7	87.5%
DON'T KNOW	1	12.5%

Response Percentage = 100%

Management Information Systems

Do intercollegiate athletic organizations employ management information systems that are utilized for future planning purposes?

The study investigated several areas that the Atlantic Coast Conference intercollegiate programs might utilize in obtaining data for a management information system which could be employed for future planning purposes. These areas were: (1) emphasis the organization placed on the collection of data concerning the image that their athletic program presents, (2) the identification of their consumers, and (3) the knowledge of how the program established their ticket prices as well as their knowledge of the ticket sales in the market. The determination of ticket price information was requested to attempt to identify if the institutions were aware of their place in the market and to attempt to identify if any institution was a leader within the Atlantic Coast Conference. The questionnaire requested information concerning the techniques that the institutions might use to obtain data that could be saved for future reference in planning.

The data from the respondents shown in Table 16 indicates that 75 percent have never surveyed their consumers to establish their image. All of the institutions of the Atlantic Coast Conference did indicate that they had identified their consumers.

TABLE 16

MANAGEMENT INFORMATION SYSTEM EMPLOYMENT

	YES	NO
SURVEY PUBLIC CONCERNING IMAGE	25.0%	75.0%
IDENTIFICATION OF CONSUMERS	100.0%	0.0%

Response Rate = 100%

The various techniques which they utilized to identify their consumers are displayed in Table 9. The respondents indicated that in 50 percent of the institutions that previous attendance records was the procedure for identifying their consumers and 12.5 percent indicated the use of a written survey. Another 12.5 percent had utilized a market survey for the sport of football but they had not identified the consumers for their other sports. The data also indicated that 25 percent of the institutions had not identified their consumers through any marketing technique. One respondent did not answer this question. This information was handled as missing data and not considered in the final tabulation of frequencies.

The data obtained from the administrators concerning their institutions' place within the athletic market concerning ticket price showed that 87.5 percent of the institutions priced tickets at the market rate. Another 12.5 percent of the administrators indicated that they did not know where their prices fell within the market (Table 15).

Summary. In order to establish a management information system for planning purposes it is necessary to collect data and set up an organized procedure for retrieving that data. The institutions of the Atlantic Coast Conference did

utilize attendance records for establishing the identity of their consumers. But as a conference, they had not utilized many marketing tactics which would be beneficial for the collection of data that could be employed to determine the consumers' satisfaction with the products of these intercollegiate athletic programs. One member institution had utilized a marketing survey for football but for no other product within their organization. Another factor that should be considered is that the member institutions did not employ any marketing techniques for the non revenue products in their organization. There was no evidence that records were kept on attendance on the non revenue producing products within the organizations since the main records that were available to the institutions were on season ticket sales.

Analysis of the Personal Interviews

Among the eight intercollegiate athletic departments of the Atlantic Coast Conference five were selected by the researcher for a personal interview. All of the institutions selected consented to the interviews portion of the study. The purpose of the interview was twofold: (1) to find out if the questionnaire was a suitable instrument to investigate planning at these institutions and (2) to determine if other approaches to planning were being utilized at the member institutions. The data are assembled

into seven categories based on the questions asked by the researcher (Appendix F). These categories were (1) the questionnaire, (2) formal planning, (3) pricing, (4) non revenue sports, (5) planning for coaches, (6) economics of scholarships, and (7) determination of consumers. The data were then compiled and is presented in the order of the categories listed above.

The Questionnaire

The respondents at all of the institutions interviewed indicated that the questionnaire was easy to understand and with few exceptions each respondent indicated that it was suitable for investigating their planning process. When consulted to the particular questions that might have presented a problem, none of the respondents could point out any specific questions that caused them difficulty.

Formal Planning

Forty percent of the respondents indicated that there was very little emphasis placed on long range planning. These two respondents indicated that the athletic director was responsible for the direction of the program and the athletic program was guided on the expertise and ability of that administrator. One these two respondents indicated that the main factor responsible for filling the sports arena was winning and the other respondent indicated that the athletic director was too busy putting out small fires to worry about the forest at his institution. These two

respondents also indicated that the environment changed too rapidly in athletics to do any long range planning.

The third respondent indicated that planning was important at his institution but that their department did not possess a written long range plan. This respondent indicated that annual plans were utilized to forecast the needs of their athletic program. This respondent also indicated that long range plans would be useful in the coordination of facilities among the various sports.

The fourth respondent indicated that the administration of the athletic program had been required by the University President to develop a 5 year plan. This had just been completed prior to the interview. This respondent then indicated that long range plans were useless except for the fact that they did make individuals think in a more organized manner and establish a more structured program.

The remaining respondent indicated that there was a considerable amount of emphasis placed on planning within his athletic program. The major emphasis was in the area of setting of goals and objectives with the coaches. There was also an indication that long range planning was utilized in the area of facility management and in the planning for new facilities. This respondent also indicated that there was an attempt to forecast revenues by utilizing long range plans. The main difficulty that the respondent indicated in

utilizing long range plans was that they were dependent on television for partial financial support. Television was such a volatile environmental factor that long range planning became almost impossible at times. This respondent also indicated that long range plans gave a basis for alternative plans when they were needed. None of these athletic programs had formal long range plans of any type.

University Presidents

All the respondents indicated that the University President at their institutions had very little involvement in the planning process of the athletic program. One respondent indicated that the only involvement that the university president took was in approving the hiring and firing. Another respondent stated that the university president had required the development of a long range plan but that was the extent of his input into the plan. All the respondents indicated that the presidents of their universities essentially left the direction the athletic department to the Athletic Director.

Pricing

Table 17 illustrates that 80 percent of the respondents did not utilize an alternative ticket pricing technique at their institution. One respondent indicated that the last action taken at their institution would be to lower ticket prices. One of the respondents among this group indicated

TABLE 17

ATHLETIC PROGRAM	ALTERNATIVE TICKET PRICING PRESENTLY		FUTURE	
	RAW SCORE	PERCENTAGE	RAW SCORE	PERCENTAGE
NO	4	80.0%	3	60.0%
YES	1	20.0%	2	40.0%

Response Rate = 100%

that prices were established for interconference games by the conference. Twenty percent of the respondents indicated that an alternative pricing strategy was utilized at their athletic program and it was only used on an individual game basis. Whenever students did not pick up all of their allocated tickets, announcements were made over the radio and these tickets were sold at the gate. This respondent also indicated that the goal of his athletic program was to fill every seat even if they had to give the tickets away. He also reported that whenever they were playing an opponent where there was little interest, the tickets were either sold at reduced prices or given away to charities or given for promotional purposes.

The respondents indicated (Table 18) that the percentage of season tickets sold in football ranged from 16 to 38 percent. Only three of the respondents had figures that they considered accurate on basketball since the season had just started when the interviews were conducted. The respondents who had that information available indicated that their basketball season ticket sales ranged from 50 to 100 percent of the seating capacities of their arenas.

The respondents indicated (Table 19) the methods that would be actively pursued at their institutions to increase season ticket sales. Forty percent of these respondents

TABLE 18
 PERCENTAGE OF SEASON TICKETS SOLD

PROGRAM	FOOTBALL	BASKETBALL
A	33.0%	60.0%
B	16.0%	---*---
C	20.0%	100.0%
D	38.0%	50.0%
* E	---*---	---*---

Response Rate = 80%

* DID NOT HAVE ACCURATE FIGURES AT THE INTERVIEW

TABLE 19
METHODS UTILIZED TO INCREASE TICKET SALES

	RAW SCORE	PERCENTAGE
INCREASING PROMOTION	2	40.0%
WINNING	2	40.0%
ALTERNATIVE TICKET PRICING	1	20.0%

Response Rate = 100%

indicated that winning would be the only method that would increase season ticket sales at their institutions. Forty percent of the respondents indicated that increasing the promotion of the particular sport was the method that their institutions would utilize to increase ticket sales. One of the respondents in this group indicated that their consumers were not satisfied with one of their programs even though it was a winner so their solution to improving their product was hiring a coach who could produce a more exciting product. The remaining respondent indicated that their athletic department had previously engaged in a large promotional campaign that had been unsuccessful. They, therefore, were presently initiating a price reduction in their corporate sales as well as decreasing the prices of all their other tickets.

Non Revenue Sports

The respondents were questioned for the purpose of investigating the procedures utilized for establishing the type and number of sports offered at each institution. The researcher was attempting to investigate if these member institutions of the Atlantic Coast Conference had established some organized procedure for making these decisions.

Eighty percent of the respondents interviewed indicated that tradition was the primary reason for establishing the sports in the mens' program. The primary reason for

establishing the womens' sports was as attempt to comply with Title IX. The presence of the particular women's sports were established through the use of student surveys and as an attempt to establish comparable programs. Twenty percent of the respondents indicated that the university had established certain criteria for the selection of sports. They were: (1) the ability to finance the sport, (2) the ability to be successful, (3) the ability to provide sufficient facilities, and (4) the sport should possess an interest to the student body. It was also noted by this respondent that the primary consumers of the non revenue sports at their institution were not necessarily the student body.

The respondents were questioned to determine the emphasis placed on the non revenues sports. This question was to investigate the possibility of any of the non revenue sport's being developed into a revenue producer. Twenty percent of the respondents indicated that the non revenue sports within their athletic program were expected to win. Another twenty percent of the respondents expressed that the non revenue sports were expected to win in proportion to the number of scholarships that they were allocated. A third twenty percent of the respondents indicated that they selected two sports that they wanted to be successful and supported them financially. This financial support was the

basis for higher expectations of success than from the remaining sports. The last forty percent of the respondents expressed that they did not expect great success as far as winning was concerned since their financial commitment was not as great as it was for their revenue producing sports.

Table 20 shows the non revenue sports that these respondents indicated were possible revenue producers in the future although not necessarily at their own institution. All of the respondents indicated soccer in some form had a revenue potential. One of the respondents indicated soccer at other institutions was a possible revenue producer but that it could not break even at his institution because the scholarships were too expensive. Forty percent of the respondents indicated that indoor soccer was a possible revenue producer. Eighty percent of the interviewed respondents indicated that no women's sport had any revenue producing potential in the Atlantic Coast Conference. One respondent indicated that women's basketball at other institutions might be a possible revenue producer but not in the Atlantic Coast Conference. This same respondent indicated that the fans of this conference were more aware of good basketball than other areas and would not accept the level of competition of women's basketball. It was also indicated that the women's programs

TABLE 20
NON REVENUE SPORTS WITH REVENUE POTENTIAL

	ATHLETIC PROGRAMS					PERCENTAGE
	A	B	C	D	E	
SOCCER	X	O	X	X	X	80.0%
INDOOR SOCCER	O	X	O	X	O	40.0%
BASEBALL	X	O	O	O	O	20.0%
WOMEN'S BASKETBALL	O	O	O	*	O	0.0%
WOMEN'S GYMNASTICS	O	O	O	X	O	20.0%

X = Might have revenue potential

O = Does not have revenue potential

* = Revenue potential at other institutions but not at the institution

were competing with the men's program for media space and they would always come out a distant second. Another respondent indicated that non tangible items offered by the non revenue sports were more important than any financial contributions that these sports could ever attain. The positive public relations and their ability to improve the image of the program made the non revenue sports worthwhile.

Planning for Coaches

All of the respondents indicated that their athletic departments employed part time coaches. These part time coaches were limited to the non revenue sports. The coaching staffs of the revenue sports were all full time employees of the athletic departments.

The respondents at 80 percent of the institutions indicated that there were no provisions to provide employment for any of their coaches when their coaching careers terminated. One administrator indicated that keeping a coach was dependent upon the ability of the coach to make a contribution to the athletic department after his coaching career terminated. Another respondent indicated that coaches had been kept on the payroll in the past but that trend was changing. Their policy now was to hire individuals into administrative positions strictly on their qualifications. Another respondent indicated that they made no provisions for keeping coaches but added that all administrators in the athletic program with one exception

had previously coached in some capacity at the same institution.

Economics of Scholarships

This question was included to investigate one of the economic aspects of the athletic program. Sixty percent of the institutions did not consider athletic scholarships as part of the operating budget for the particular sport. Forty percent indicated that they did include scholarships as part of the operating budget for each sport. One respondent indicated that the men's scholarships at his institution were charged to the operating budget but in the women's program the scholarships were not charged as part of the operating budget for the sport.

Identification of Consumers

The respondents all indicated that they utilize their alumni clubs for determining their consumers as well as their previous season ticket consumers. No other procedure was identified by these respondents for identifying their consumers. The respondents did not indicate that a marketing procedure had been established for identifying customer satisfaction for the consumers that they had identified.

Summary of the Interviews

The respondents were very cooperative with the researcher. They all indicated that the questionnaire seemed to investigate their planning techniques. Four out of the five respondents indicated that they thought long range planning was not applicable in the area of athletics because they were either too busy on the day to day activities or that the athletic environment fluctuated too rapidly for the administrators to be concerned with planning. The fifth respondent indicated that planning was a useful tool at his institution. Planning was accomplished at all levels according to this administrator.

The respondents indicated that the University President left the planning of the athletic department to the Athletic Director. There was no indication that the University President was actively involved at any of these institutions with the one exception where he had directed the development of a 5 year plan.

The administrators that were interviewed were not responsive to decreasing ticket prices for any reason. They indicated that would be a last resort to attempting to increase attendance at their sporting events. One of the administrator's then indicated that his school was going to decrease ticket prices next season. This decision was made after they had attempted a large promotional campaign that had been unsuccessful. The other administrators indicated

that increasing their promotional efforts, largely through advertising, was the most likely means of increasing sales. The remaining respondent indicated that the only means of increasing sales was through having a successful product.

The respondents were generally unsure of the number of season ticket holders for their individual arenas but indicated that they could obtain that information although it was not at their fingertips. The figures that they gave were all estimates at best. The percentage of season ticket sales in comparison to the seating capacity of each institutions sports arenas were quite varied among the institutions interviewed.

The indications concerning the non revenue sports was that these sports were not emphasized to any large extent, yet this conference is extremely successful as a group in the area of non revenue sports based on their won/loss records. The respondents all expected non revenue sports to be successful although they indicated that they were not as concerned with the success of these sports as they were with their revenue producing sports. The administrators indicated that soccer was a potential revenue producer but none of the respondents stated that they are attempting to develop this sport in their program as a revenue producer. The general indication was that the media was the

influencing factor in determining what sports are emphasized as revenue producers. The administrators indicated that they did not see any womens' sport as being a revenue producer within their conference.

The respondents indicated that coaches were no longer moved to administrative positions in order to hire a new coach. They indicated that the trend was moving towards hiring individuals trained in administration. An interesting factor that was uncovered in the interviews was the number of previous coaches in administrative positions was extremely high at all of the institutions.

The manner that scholarships were charged to budgets was an interesting item. The administrators were divided as to the procedure used to budget scholarships. Some charged the operating budgets of each sport with the scholarship expense and other administrators did not consider scholarships as part of the operating budget. The programs that charged the particular sports indicated that they thought that was the only way scholarships should be handled. The other programs indicated that they saw no need of scholarships being charged to a particular sport's budget. They did not consider a scholarship as a cost factor that should be calculated in the operating cost for having the sport.

The process that the administrators utilized to determine their consumers was the alumni club records and season ticket orders. No other procedure was utilized but the administrators indicated that other procedures might be useful although they did not employ any of them. The administrators of the Atlantic Coast Conference, who were interviewed, expressed concern in the interview that more marketing tactics should be utilized at their institution and that more planning should probably be accomplished but the time factor and the changing environment in athletics made this an extremely difficult task.

Discussion of the Findings

In the literature review, Kotler (1983) indicates that planning within a business organization develops through stages. These stages emerge from a newly organized business doing no planning to a business at full maturity participating in the highest level of planning. This highest level of planning is strategic planning. The data indicate that the athletic administrators of the Atlantic Coast Conference fall somewhere between these two extreme stages of planning development. Their planning is concentrated on the annual planning stage, and to some degree, the long range planning stage as described by Kotler (1983).

According to Steiner (1969) there are four approaches to planning. These approaches differ in the method that top

management directs the planning process. The four approaches are: (1) top down, (2) bottom up, (3) a combination of bottom up and top down, and (4) a team approach. The athletic administrators of this conference are divided between the bottom up planning procedure and a team approach.

The literature reveals that one of the necessary steps in establishing a strategic plan is developing goals and objectives. The athletic administrators at the majority of the institutions within the conference indicated that they were developing written goals and objectives but at this point were not taking the next step to initiate long range plans for their organizations.

In the Atlantic Coast Conference the administrators indicated that the responsibility for developing long range plans in the area of athletics belonged to the Athletic Director. This is in agreement with Steiner who states the responsibility for corporate planning belongs to the Chief Executive Officer (1969). However, in the personal interview portion of the study, the administrators indicated that the Athletic Directors of this conference were not committed to long range planning which is in conflict to Steiner (1969) where he states that the Chief Executive Officer must be committed to planning in an organization.

In the literature review Steiner (1969), Kotler (1983) Cope (1981), and Mintzberg (1978) emphasize the need for an organization to conduct long range plans so that they can adapt to the changing environment. The administrators of the Atlantic Coast Conference indicated that the environment was changing too quickly to consider long range planning which is completely opposite to the concept that the authors present in the literature. They state that planning is essential for adapting to the rapidly changing environment. The level of planning being utilized by the Atlantic Coast Conference administrators would be called tactical planning by Steiner (1969) or the budgeting system stage in Kotler's (1983) terminology. The administrators of the conference indicated that their planning was essentially confined to annual planning. The only planning that could be construed as long range would be the procedures for forecasting annual budgets.

In order for an organization to develop a strategic plan certain environmental variables must be examined. These environmental factors shift from an internal focus of the organization to an external focus of the environment as the company matures. The areas that Cope (1981) indicates that the organization must examine are: (1) economic, (2) social, (3) technological, and (4) political. Mullin (1980)

indicates the need of an athletic organization to assess its environment. The athletic organization should assess its external variables according to Parkerhouse (1982).

Paralleling the literature findings, the Atlantic Coast Conference administrators indicated the need to evaluate certain environmental factors. Their main concern centered on the legal implications that would have an impact upon their organization. Most had employed an expert in this area to aid in the evaluation process at their institutions.

Another macroenvironmental factor that Kotler (1975) identified as the basis for better planning is the evaluation of the consumer's image of the organizations' product. The administrators of the conference had not surveyed their consumers to find out what image their products projected as was recommended by Kotler (1983) as a necessary procedure to follow in the situation audit.

Cope (1981) indicates how strategic planning emphasizes the economic sense of an organization's resources and allows the administrator of the organization to choose alternatives that are economically justifiable. Although the economic expectations of the athletic organizations in the Atlantic Coast Conference are similar to those of a business, the administrators of the conference did not utilize strategic planning for allocating resources or choosing economically justifiable alternatives. The fact that the majority of the athletic programs were expected to operate with a profit and

all of those programs were expected to at least break even demonstrates that the programs operate like a business enterprise. The fact that these organizations did not implement long range plans to any extent and two of the organizations did not possess annual plans indicates that the athletic administrators of the Atlantic Coast Conference operate contrary to the recommendations found in the business literature.

The literature review revealed that customer satisfaction or the consumers return on investment is another macroenvironmental factor that should be a concern to the administrator. Kotler (1983) indicated that in order to create a strategic plan an administrator must identify the consumer and establish those factors that influence buying behaviors. The administrators of the Atlantic Coast Conference indicated that the strongest factor influencing the buying behavior of their consumers is having a winning team. They also indicated that the consumers of their products received an equitable return on their investment and are basically satisfied with the product. One administrator in the interview portion of the study did indicate that the consumers were not satisfied with one of the products of his organization even though it was a winner. The solution to improving the image of their

product resulted in hiring a new coach who presented a more exciting form of entertainment.

These macroenvironmental variables represent some of the factors which the literature indicates managers need to evaluate in order to develop a strategic plan. The fact that the administrators of the Atlantic Coast Conference are aware of their product image within their conference and throughout the market is an indication that the administrators understand the importance of assessing their environment. These administrators also have an awareness of the legal implications and have taken steps to keep their organization abreast of any situations that might have an impact upon their program. The Atlantic Coast Conference administrators behave in a manner consistent with the literature on the importance of evaluating the macroenvironmental factors but do not agree with the literature on utilizing marketing procedures to evaluate the environment.

In the literature Kotler (1983) indicates the importance of an organization to analyse their consumers. The Atlantic Coast Conference administrators indicated that the consumers for the products had been analysed.

The literature presented indicated several approaches that the managers of an organization could utilize to assess their environment. Parkerhouse (1982) emphasized the need of the athletic organization to utilize marketing tactics to

assess the environment while Leister (1975) indicated that the marketing approach is an appropriate method to assess the total market. Broyles (1979) indicated that investigating strengths and weaknesses was beneficial to an athletic organization. Kotler (1983) refers to this procedure as the marketing audit while Steiner and Miner (1977) refer to this procedure as a WOTS analysis.

Contrary to the literature on assessing the external environment, the Atlantic Coast Conference administrators indicated that they were aware of target markets but they had not utilized a formal marketing procedure to identify their consumers in these markets. At 37.5 percent of the institutions the administrators had never identified their target markets (Table 11). The most frequently utilized method of consumer identification was previous attendance records (Table 9). The administrators at 25 percent of the conference institutions indicated that they had not established a procedure for identifying their consumers. Interestingly enough, this same 25 percent indicated that they could identify their consumers.

The personal interview portion of the study reinforced that the administrators did not utilize marketing tactics. They also had not utilized a formal procedure to examine the equity of the consumers return on investment. The marketing tactics that the administrators of the Atlantic Coast

Conference utilized did not follow techniques that Kotler (1983), Steiner (1969) or Harvey (1983) emphasize as necessary steps to formulating plans. Marketing decisions should be based on quantitative facts rather than on intuition based strictly on experience (Steiner, 1969).

The literature indicated that developing a price for the products in an organization and adjusting the prices of the products influences customer satisfaction. An examination of the pricing process is one method of investigating the status of strategic planning in an organization. Fogg (1980) indicated that one of the quickest and easiest methods to gain a share of the market is to adjust prices. Kotler (1983) indicated that the only element in the marketing mix that produces revenue is price. Steiner (1969) also indicates the importance of the managers in an organization to develop strategies for pricing their products in order to establish their position in the marketplace. Kotler (1983) emphasizes the need for an organization to follow procedures to establish and alter prices. In order to accomplish these procedures the administrators of an organization must determine their place in the market and the direction that they wish to move. They can then utilize price changes to alter their position in the marketplace. This process requires planning. Kotler's (1983) situation audit stresses the need for formal pricing plans.

Contrary to the literature on pricing the Atlantic Coast Conference Administrators do not view the utilization of pricing as a method for gaining a share of the entertainment market. They indicated that this marketing procedure would only be used as a last resort. One administrator stated that other marketing procedures had been utilized at his institution unsuccessfully and they would resort to altering ticket prices in an attempt to gain a larger share of the market. The administrators of the conference indicated that they had established ticket price objectives but had no goals in this area. The conference administrators also indicated that they priced their products at the market rate but were not consistent in determining how the market rate was established (Table 14). The Athletic Directors did not utilize pricing techniques to influence ticket demand (Table 12). The administrators did not see pricing as a viable means of increasing their share of the entertainment market.

A management information system is important in the planning process. The basis on which decisions are made is dependent of the accuracy of the information that the administrator has available. Steiner stated "a manager needs information to carry out his major functions of planning, organizing, directing, staffing, and controlling" (1969, p. 481). He utilizes information not only for

setting objectives but also for formulating major policies and strategies in order to obtain those objectives. Kotler (1975) refers to this system as a marketing intelligence system. This system is utilized to keep the manager informed about the changing environment. Kotler also mentions several methods for gathering information in order to make the system viable. The most common format utilized in this system is surveys. The management information system is essentially a method of providing the manager with past, present and projected information on the external and internal factors that influence decision making (Hughes et al., 1980).

The administrators of the Atlantic Coast Conference did not utilize formal marketing techniques to identify the image of their programs therefore their management information systems were quite limited. The information that was available on consumers was collected from previous season ticket sales. This information was collected on only two revenue sports. Only two administrators indicated that survey techniques were utilized to identify the consumers of their products.

In the personal interview portion of the study the administrators indicated that they had information but that accurate figures were not always available. The revenue producing sports were the only areas where information was retained.

The administrators had not identified the consumers in the non revenue sports and the procedure for establishing their consumers was based on previous attendance records. Since no sales were made for the non revenue sports then no records were available. This procedure is contrary to practices recommended in the literature review. The evaluation of all segments of the organization and all the products in the organization are necessary in order to develop a strategic plan for the business.

CHAPTER 5

Summary, Conclusions and Recommendations

The need for planning in athletics is more relevant today than in the past. Athletic organizations have evolved from financially dependent organizations into mammoth businesses. On the college campuses, these auxiliary enterprises have become major fund raisers for their institutions as well as a method of free publicity for the institution. Business administrators have emphasized the need for organizations to plan for their success and profit.

The athletic administrators in higher education readily admit that they are now operating large businesses. In order to be successful in the entertainment business they must utilize sound business tactics. The planning process is considered a primary function of top management so that an organization can obtain success.

Summary

The purpose of this study was to investigate if strategic planning was being utilized in intercollegiate athletics among the Atlantic Coast Conference institutions and to determine the marketing management techniques that are being utilized to assess the intercollegiate athletic programs. In order to investigate these areas the researcher reviewed the literature and decided to

investigate the marketing approach to strategic planning that was being utilized at these institutions. Since athletics is an auxiliary enterprise of higher education institutions, this seemed to be the most logical approach to investigate the planning process.

The researcher selected the Atlantic Coast Conference for two reasons. The first reason was the comprehensive athletic programs offered by the institutions in this conference and the second was the geographic proximity of this conference to the researcher.

A questionnaire was constructed and pretested on members of the Athletic Association at Virginia Tech. Each Athletic Director of an Atlantic Coast Conference institution was contacted by telephone to inquire which member of their athletic department was best suited to answer the questionnaire. Once this was accomplished the questionnaire was mailed to the identified administrators of the Atlantic Coast Conference institutions. There was a 100 percent response to the questionnaire. A second portion of the study consisted to interviewing an administrator at five of the conference institutions. All five of the institutions selected for the interview portion of the study consented to an interview. The administrators in the interview portion of the study were all cooperative and candid in their responses. This portion of the study helped validate the questionnaire segment of the study and gave a

greater insight into the planning process at these institutions.

Formal planning. The data revealed that the person responsible for athletic planning at these institutions was the Athletic Director. It was indicated that the President/Chancellor of these institutions had very little involvement in the planning of athletic programs at these institutions. Formal planning by the administrators of the Atlantic Coast Conference focuses on annual planning. Through both segments of the study there was an indication that the administrators were not committed to any form of long range planning. The administrators indicated that long range planning was not essential to the operation of their programs. There was also a strong indication on the part of the administrators that the athletic environment fluctuated too rapidly to attempt long range planning. The only positive point on long range planning was when one administrator indicated that long range plans enable the administrators to think logically and to organize the athletic organization more efficiently.

The administrators of the conference were divided in the procedure that was followed for planning within their organizations. Some preferred the bottom up approach while others utilized the team approach within their organization.

The administrators indicated that formal planning was taking place in their organizations in addition to annual budgeting through the presence of written goals and objectives. There was no indication that the written goals and objectives were being utilized.

Macroenvironmental Factors. The data indicated that the administrators were aware of the macroenvironmental factors which impact upon their organization. The administrators of the conference had all employed someone to advise them on legal ramifications that impacted upon their organization. There was evidence that the administrators were concerned about the image of athletics and the image that their athletic program portrayed to the public. None of the administrators had devised a method for evaluating the image of their athletic program. The consensus of the administrators was that winning was the most effective means of improving the image of their athletic program.

Another macroenvironmental factor that the administrators were divided on was the utilization of the organization's resources. The administrators did not agree on the method of investing monies from preseason ticket sales and the budgeting procedures for scholarships. Some of the administrators invested the monies from the preseason ticket sales while others did not. In the procedure for budgeting of scholarships, the administrators were again divided. Some indicated that they considered scholarships

as a cost factor in their products while other administrators indicated that they did not figure scholarships as part of the cost of supporting a particular sport.

Target Markets. The administrators of the Atlantic Coast Conference indicated that they had identified their markets. The administrators did not utilize any formal marketing procedure to identify the target markets of all of their products. The procedure utilized to identify the target markets was basically through previous season ticket sales. One administrator had conducted a written survey and another administrator had conducted a market survey for football. The target markets for the revenue sports could be identified for one selected group, through season ticket consumers, but all the other consumers were not readily identifiable. In the area of non revenue sports no procedure was established for identifying target markets.

Another factor that the administrators indicated that they had identified was customer satisfaction. The administrators all agreed that their consumers were receiving an equitable return on their investment. The administrators indicated that customer satisfaction was based on having a "winning" product. The administrators had

not formulated a procedure to identify customer satisfaction. No procedure was utilized to determine any customer satisfaction in the non revenue sports.

The data indicated that the administrators of the Atlantic Coast Conference utilized very few marketing tactics. The evaluation of the macroenvironmental factors, customer identification, and customer satisfaction was limited. The marketing tactics focused on increased advertising and promotion of the revenue sports. In the non revenue portion of their program no attempt was made to evaluate the consumers. The decisions concerning this aspect of their program were based more on intuition than on quantitative data.

Pricing Techniques. The administrators of the Atlantic Coast Conference did not see pricing as a viable method of increasing a share of the entertainment market. They did not alter ticket prices to influence game attendance. They did utilize tickets at some of the institutions as promotional incentives and for charities.

According to the administrators, ticket price objectives had been established but they had not established ticket goals. The method of establishing initial ticket prices were varied among the different institutions. Some of the respondents indicated that the ticket prices were established by the conference while other administrators

indicated that they established prices at their individual institutions.

Management Information Systems. The administrators of the Atlantic Coast Conference did employ limited use of management information systems. Since no administrator in the conference had established a formal marketing technique to evaluate areas such as image, customer satisfaction, or target markets there was very little input into the system. The system at all of the institutions focused on the input of alumni records and on the consumers of season tickets. The information on consumers was available on only two of the products that the organization produced. No information was collected in the non revenue sports.

The administrators indicated that some non revenue sports might eventually be revenue producers. The sport that they indicated would be most likely to move into a revenue producing status was soccer. The reasoning for this indication was based on popularity among younger children and the increasing number of youth programs. The administrators indicated that they had not initiated a plan to develop soccer at their institutions into a revenue producer.

Conclusions

On the basis of this study, the following conclusions can be drawn concerning the marketing approach to strategic

planning of intercollegiate athletic programs in the Atlantic Coast Conference.

1. The Chief Executive Officer of the Atlantic Coast Conference universities has delegated the responsibility for athletic planning to the Athletic Director. The athletic directors of this conference have not made a commitment to strategic planning but have focused on annual plans as their formal planning.
2. The administrators within the conference are aware of the importance of evaluating macroenvironmental factors which have an impact upon their organization but have not fully employed marketing tactics to evaluate these variables.
3. The administrators of this conference consider that they have identified target markets for their products but they have not identified the consumers of all the products in their organization. In the market areas that they have identified they have not established a procedure for investigating what satisfies their customer.
4. The administrators have established a premise that a "winning" product is the only factor in satisfying the customer and providing an increase in the entertainment market.

5. The Atlantic Coast Conference administrators' refuted pricing tactics as a method for increasing their share of the entertainment market. Pricing was also not utilized to establish a position for the organization in the market.
6. Each of the administrators of this conference had a management information system but it was narrow in scope. There was little input into the system therefore it was not an efficient contributor to the decision making process.
7. The components for strategic planning are available to administrators of the intercollegiate athletic programs of the Atlantic Coast Conference but the commitment to utilize those components is deficient.
8. The level of planning in the Atlantic Coast Conference has not evolved to the point where the administrators are looking at the business they are in or what should be their business.

Recommendations

1. The Chief Executive Officer (CEO) of the Universities have the ultimate responsibility for planning at their institutions. It is therefore recommended that the CEO become more involved in athletic planning at these institutions so that a greater commitment to athletic planning can be established. The planning at these institutions should

evolve from a concentration on annual planning to a strategic plan.

2. The macroenvironmental factors should be examined more often and more closely. The examination of these factors will allow the administrators to establish alternative plans to coincide with the changing environment.

3. The target markets for each of the products administered in the organization should be identified. The administrators should increase the types of tactics utilized to identify their markets and establish a procedure for identifying customer satisfaction of the majority of their customers.

4. The administrators should attempt to identify the position of their products in the marketplace. They can then alter this position by changing prices. The value of alternative pricing should be emphasized for gaining a share of the entertainment market.

5. The management information systems at each of these institutions should be utilized more extensively. A broader scope of information is needed for planning purposes in an organization, it is therefore recommended that more viable input be collected and analysed.

6. The administrators of this conference should conduct a marketing audit on their organization on a regular basis.

7. The administrators of the Atlantic Coast Conference should obtain the services of a consulting firm which emphasizes a marketing approach to strategic planning to establish a plan for their organizations to aid them in determining what business they are in and what should be their business.

Recommendations for Further Study

Suggestions for further research projects based on the current study include the following:

1. A study should be conducted to analyze by geographic regions to determine target markets for the products of athletic organizations.
2. A study should be conducted to determine which macroenvironmental factors have the greatest impact upon athletic organizations.
3. A national study should be conducted to determine what marketing management tactics are being utilized in intercollegiate athletics.
4. A comparative study should be conducted among conferences to determine successful marketing management techniques which can be utilized in intercollegiate athletics.

5. A comparative study of a marketing approach to strategic planning should be conducted among the Divisions of the NCAA.

6. A descriptive study of each Division of the NCAA to investigate the level of planning in intercollegiate athletics programs should be conducted.

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APPENDIX A
ATLANTIC COAST CONFERENCE INSTITUTIONS

PARTICIPANTS IN THE QUESTIONNAIRE ONLY

CLEMSON UNIVERSITY

GEORGIA INSTITUTE OF TECHNOLOGY

UNIVERSITY OF VIRGINIA

PARTICIPANTS IN BOTH THE QUESTIONNAIRE AND INTERVIEW

DUKE UNIVERSITY

NORTH CAROLINA STATE UNIVERSITY

UNIVERSITY OF MARYLAND

UNIVERSITY OF NORTH CAROLINA

WAKE FOREST UNIVERSITY

APPENDIX B
INTERCOLLEGIATE REPRESENTATIVES
OF THE
ATLANTIC COAST CONFERENCE

INTERCOLLEGIATE REPRESENTATIVES

Mr. Charlie Carr, Associate Athletic Director
University of North Carolina
P.O. Box 2126
Chapel Hill, NC 27514

Mr. Frank Weedon, Associate Athletic Director
Department of Athletics
North Carolina State University
P.O. Box 5187
Raleigh, NC 27650

Mr. Steve Vacendak, Associate Athletic Director
Cameron Indoor Stadium
Duke University
Durham, NC 27706

Dr. Gene Hooks, Athletic Director
Wake Forest University
P.O. Box 7265
Reynolds Station
Winston Salem, NC 27109

Mr. Randy Hoffman, Associate Athletic Director
University of Maryland
Department of Athletics
P.O. Box 295
College Park
Maryland 20740-0295

Mr. Dick Schultz, Athletic Director
Dept. of Athletics
University of Virginia
P.O. Box 3785
Charlottesville, VA 22903

Mr. Larry Travis, Associate Athletic Director
Athletic Department
Georgia Institute of Technology
150 Third Street Northwest
Atlanta, GA 30332

Mr. Bobby Robinson, Assistant Athletic Director
Athletic Department
Clemson University
Clemson, SC 29631

APPENDIX C
LETTERS TO THE RESPONDENTS



VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY

College of Education
Division of Health, Physical Education and Recreation

Blacksburg, Virginia 24061

December 17, 1984

Dear

During the past few years, athletic programs have been receiving more attention from college presidents and the news media. Because of this increased attention, more emphasis is being placed on the athletic administrator to operate the athletic program like a business in the private sector. Although research has been conducted in the private business sector, little research has been conducted in the area of intercollegiate athletics, especially in the area of strategic planning. This apparent lack of information has influenced my decision to investigate strategic planning in athletics for my dissertation. In order to study this area, I am surveying the Atlantic Coast Conference to determine to what extent a marketing approach is being utilized for the development of a strategic plan.

I would appreciate your taking a few minutes to complete the attached questionnaire and returning it in the enclosed stamped envelope by January 4th. Your response will remain confidential information and at no time directly identified by institutional name.

Please advise me if you have any questions concerning this study. I will contact you in approximately a week to set up an appointment for a short interview. Thank you for taking the time to complete the enclosed questionnaire.

Sincerely,

C.A. (Sandy) Smith, Jr.

Blacksburg, VA 24060

Dr. M.L. Driscoll
Doctoral Committee Chair

bsn

Attachment



VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY

College of Education
Division of Health, Physical Education and Recreation

Blacksburg, Virginia 24061

December 17, 1984

Dear

During the past few years, athletic programs have been receiving more attention from college presidents and the news media. Because of this increased attention, more emphasis is being placed on the athletic administrator to operate the athletic program like a business in the private sector. Although research has been conducted in the private business sector, little research has been conducted in the area of intercollegiate athletics, especially in the area of strategic planning. This apparent lack of information has influenced my decision to investigate strategic planning in athletics for my dissertation. In order to study this area, I am surveying the Atlantic Coast Conference to determine to what extent a marketing approach is being utilized for the development of a strategic plan.

I would appreciate your taking a few minutes to complete the attached questionnaire and returning it in the enclosed stamped envelope. Your response will remain confidential information and at no time directly identified by institutional name.

Sincerely,

C.A. (Sandy) Smith, Jr.

Blacksburg, VA 24060

Dr. M.L. Driscoll
Doctoral Committee Chair

bsn

Attachment

APPENDIX D
QUESTIONNAIRE

QUESTIONNAIRE

Please answer the following questions by circling the one answer that is most suitable for your institution.

1. Who is responsible for developing the long range plans in the area of athletics at your institution?

- 1 Board of Trustees
- 2 President of the Institution
- 3 Athletic Director
- 4 Student Body
- 5 Coaching Staff
- 6 Other - specify _____

2. Does your athletic program currently have a written set of goals and objectives that includes each sport?

- 1 No
- 2 Yes

3. Does your athletic program develop annual plans that include each sport?

- 1 no If no, go to 4.
- 2 yes If yes, go to 3a.

3a. If you answered yes which of the following is most correct?

- a. The Athletic Director sets goals for each department in the program.
- b. The individual units (sports) develop their own plans based on the best that they think they can do.
- c. The Athletic Director selects the goals for each unit and the coach develops the plan for achieving those goals.
- d. Other- specify _____

4. Does the athletic program have a written long range plan (5 years or more) that specifically includes each sport?

- 1 no
- 2 yes

5. Does the athletic department reexamine each sport annually to determine whether that sport should be continued, deleted or more emphasis placed on that sport?

- 1 no
- 2 yes

6. How important is it to your athletic program to evaluate the public's image of athletics?

- | | | | | |
|------------------------|-------------------|-----------------------|-----------------------|-------------------------|
| extremely
important | very
important | somewhat
important | not very
important | not at all
important |
| 1 | 2 | 3 | 4 | 5 |

7. How important to your program is it to evaluate all laws that have an impact upon athletics?

- | | | | | |
|------------------------|-------------------|-----------------------|-----------------------|-------------------------|
| extremely
important | very
important | somewhat
important | not very
important | not at all
important |
| 1 | 2 | 3 | 4 | 5 |

8. Do you have anyone specifically assigned to evaluate the laws that have an impact upon athletics?

- 1 No
- 2 Yes

9. When did you last survey the public in your area to determine the type of image your athletic program projects?

- 1 This year
- 2 1 year ago
- 3 2 years ago
- 4 greater than 2 years ago
- 5 Never

10. Please rank from most important (1) to least important (6) the following items to improving the image of your athletic program?

- Winning
- High graduation percentage for your athletes
- Television and radio coverage
- Increasing Alumni interest
- Advertising/promotion
- Other - specify_____

11. Which of the following best describes your institutions' economic expectations for your athletic program?

- 1 Make a large profit
- 2 Operate slightly in the black
- 3 Break even
- 4 Operate in the red

12. Do you feel that the consumers who make financial contributions to your athletic program receive an equitable return on their investment?

- 1 No
- 2 Yes

If you answered yes to number 12 please answer the following questions, if you answered no go on to question 13.

	No	Yes
12a. Do they receive free season tickets?	---	---
12b. Do they receive parking privileges?	---	---
12c. Do they receive prime seating areas?	---	---
12d. Do they receive a sports newsletter?	---	---
12e. Do they receive a sports newspaper?	---	---

13. Have the consumers for your athletic program been identified?

- 1 No If no, go to question 14.
- 2 Yes if yes, answer 13a.

13a. Which category best describes the consumers to your athletic program?

- 1 Alumni
- 2 Local community
- 3 Student body
- 4 Faculty
- 5 Other - specify _____

14. What procedure did your program use to identify the consumers for your institution?

- 1 Telephone survey of your geographic region
- 2 Written survey of your geographic region
- 3 Attendance records for each sport
- 4 None
- 5 Other - specify _____

15. Which of the following categories best describes how your athletic program obtains a portion of the entertainment market?

- 1 Conducting a market survey for each sport
- 2 Lowering ticket prices
- 3 Increasing Advertising
- 4 Promoting new sports in an area with little competition and a relatively high concentration of people
- 5 Other specify _____

16. Does your athletic program have specific ticket pricing objectives for each sport?

- 1 No
- 2 Yes
- 3 Sometimes

17. Does your athletic program have a specific document for outlining your ticket pricing objectives?

- 1 No
- 2 Yes
- 3 Sometimes

18. How does your athletic program price your tickets?

- 1 Above the market
- 2 At the market
- 3 Below the market
- 4 Have not determined that information

19. Does your athletic program attempt to estimate consumer demand on the basis of adjusting ticket prices?

- 1 No
- 2 Yes
- 3 Sometimes

20. During the past 3 years, have the season ticket sales in your athletic program _____?

- 1 Increased
- 2 Stayed about the same
- 3 Decreased

21. Does your athletic program consciously try to sell preseason tickets?

- 1 No If no, go to 22.
- 2 Yes If yes, answer 21a.

21a. Did the athletic program invest this revenue in temporary securities?

- 1 No
- 2 Yes

22. Which category best describes how your ticket prices are established?

- 1 Comparison with conference institutions only
- 2 Comparison with peer institutions only
- 3 Comparison with competing institutions only
- 4 Conducting a market survey
- 5 Other - specify -----

23. Is there a need for an athletic program to assess its target market in -----?

- 1 Revenue sports only
- 2 Non-revenue sports only
- 3 Both revenue and non-revenue sports
- 4 Neither revenue nor non-revenue sports

24. Has your athletic department conducted a market survey to determine its target market in -----?

- 1 Revenue sports only
- 2 Non-revenue sports only
- 3 Both revenue and non-revenue sports
- 4 Neither revenue nor non-revenue sports

25. Which of the following categories best exemplifies your programs' reason for having non-revenue sports? (Choose only one)

- 1 Revenue producing potential
- 2 Federal legislation mandated
- 3 Tradition of the school
- 4 NCAA legislation to remain in this division
- 5 Opportunity for the students to participate
- 6 Other - specify -----

26. Please describe your title in the athletic programs' organization?

- 1 Athletic Director
- 2 Associate Athletic Director
- 3 Assistant Athletic Director
- 4 Business Manager
- 5 Other - specify -----

If you wish to have the results of this questionnaire sent to you please indicate below.

___ I would like a copy of the results of this study.

___ I do not care for a copy of the results of this study.

APPENDIX E
FREQUENCY RESPONSE TO THE QUESTIONNAIRE

FREQUENCY RESPONSE TO THE QUESTIONNAIRE

VARIABLE 1

```
=====
RESPONSIBILITY                NUMBER          PERCENT
=====
BD OF DIRECTORS                0              0.0%
PRESIDENT                      0              0.0%
ATHLETIC DIRECTOR              8             100.0%
STUDENT BODY                   0              0.0%
COACHING STAFF                 0              0.0%
OTHER                           0              0.0%
```

VARIABLE 2

```
=====
WRITTEN GOALS AND OBJECTIVES  NUMBER          PERCENT
=====
NO                              3             37.5%
YES                              5             62.5%
```

VARIABLE 3

```
=====
ANNUAL PLANS                   NUMBER          PERCENT
=====
NO                              2             25.0%
YES                              6             75.0%
```

VARIABLE 4

```
=====
DEVELOPER OF GOALS & OBJECTIVES NUMBER          PERCENT
=====
ATHLETIC DIRECTOR              0              0.0%
INDIVIDUAL COACH               1             16.7%
AD & COACH                     3             50.0%
OTHER                           2             33.3%
```

MISSING CASES = 2 (DO NOT DEVELOP ANNUAL PLANS)
 RESPONSE RATE = 75%

VARIABLE 5

```
=====
PRESENCE OF LONG RANGE PLANS      NUMBER      PERCENT
=====
NO                                  5            62.5%
YES                                  3            37.5%
```

VARIABLE 6

```
=====
EXAMINE EACH SPORT ANUALLY        NUMBER      PERCENT
=====
NO                                  1            12.5%
YES                                  7            87.5%
```

VARIABLE 7

```
=====
EVALUATE IMAGE                     NUMBER      PERCENT
=====
NOT AT ALL IMPORTANT               0            0.0%
NOT VERY IMPORTANT                 0            0.0%
SOMEWHAT IMPORTANT                 1            12.5%
VERY IMPORTANT                     3            37.5%
EXTREMELY IMPORTANT                4            50.0%
```

VARIABLE 8

```
=====
EVALUATE LAWS (IMPORTANCE)        NUMBER      PERCENT
=====
NOT VERY IMPORTANT                 0            0.0%
NOT AT ALL IMPORTANT               0            0.0%
SOMEWHAT IMPORTANT                 0            0.0%
VERY IMPORTANT                     3            37.5%
EXTREMELY IMPORTANT                5            62.5%
```

VARIABLE 9

```
=====
SPECIFIC JOB OF LAW EVALUATION    NUMBER      PERCENT
=====
NO                                  1            12.5%
YES                                  7            87.5%
```

VARIABLE 10

```
=====
SURVEY IMAGE                NUMBER    PERCENT
=====
THIS YEAR                   0         0.0%
1 YEAR AGO                  2        25.0%
2 YEARS AGO                 0         0.0%
GREATER THAN 2 YRS AGO    0         0.0%
NEVER                       6        75.0%
```

VARIABLE 11

```
=====
IMPORTANCE TO IMPROVING IMAGE NUMBER    PERCENT
=====
WINNING                     7        87.5%
HIGH RATE OF GRADUATION    1        12.5%
TV & RADIO COVERAGE        0         0.0%
ADVERTISING/PROMOTION      0         0.0%
OTHER                       0         0.0%
```

VARIABLE 12

```
=====
ECONOMIC ASPECT            NUMBER    PERCENT
=====
LARGE PROFIT               0         0.0%
SLIGHTLY IN BLACK          6        75.0%
BREAK EVEN                  2        25.0%
OPERATE IN THE RED         0         0.0%
```

VARIABLE 13

```
=====
CONSUMERS EQUITABLE RETURN NUMBER    PERCENT
=====
NO                           0         0.0%
YES                           7       100.0%
```

Missing cases = 1
Response rate = 87.5%

VARIABLE 14

=====

FREE SEASON TICKETS	NUMBER	PERCENT
NO	5	62.5%
YES	3	37.5%

VARIABLE 15

=====

PARKING PRIVILEGES	NUMBER	PERCENT
NO	0	0.0%
YES	8	100.0%

VARIABLE 16

=====

PRIME SEATING	NUMBER	PERCENT
NO	0	0.0%
YES	8	100.0%

VARIABLE 17

=====

NEWSLETTER	NUMBER	PERCENT
NO	2	25.0%
YES	6	75.0%

VARIABLE 18

=====

NEWSPAPER	NUMBER	PERCENT
NO	3	37.7%
YES	5	62.5%

VARIABLE 19

=====

IDENTIFY CONSUMERS	NUMBER	PERCENT
NO	1	12.5%
YES	7	87.5%

VARIABLE 20

```
=====
BEST KNOWN CONSUMERS          NUMBER    PERCENT
=====
ALUMNI                        2          25.0%
LOCAL COMMUNITY               4          50.0%
STUDENTS                      0           0.0%
FACULTY                       0           0.0%
OTHER                          2          25.0%
```

OTHER = combination of all the other categories

VARIABLE 21

```
=====
IDENTIFICATION PROCEDURE     NUMBER    PERCENT
=====
TELEPHONE SURVEY            0           0.0%
WRITTEN SURVEY              1          12.5%
ATTENDANCE RECORDS          4          50.0%
NONE                         2          25.0%
OTHER                        1          12.5%
```

OTHER = market survey for football

VARIABLE 22

```
=====
PORTION OF ENTERTAINMENT MARKET NUMBER    PERCENT
=====
CONDUCT MARKET SURVEY       0           0.0%
LOWER PRICES                 0           0.0%
INCREASE ADVERTISING        4          50.0%
PROMOTE NEW SPORTS          1          12.5%
OTHER                        3          37.5%
```

other

```

= hiring a new coach        1          12.5%
= winning programs         1          12.5%
= no approach               1          12.5%
```

VARIABLE 23

```
=====
TICKET PRICE OBJECTIVES          NUMBER      PERCENT
=====
NO                                1           12.5%
YES                                6           75.0%
SOMETIMES                         1           12.5%
```

VARIABLE 24

```
=====
SPECIFIC TICKET PRICE DOCUMENT    NUMBER      PERCENT
=====
NO                                6           75.0%
YES                                2           25.0%
SOMETIMES                         0            0.0%
```

VARIABLE 25

```
=====
ESTABLISHMENT OF TICKET PRICES    NUMBER      PERCENT
=====
ABOVE THE MARKET                  0            0.0%
AT THE MARKET                     7           87.5%
BELOW THE MARKET                  0            0.0%
DON'T KNOW                        1           12.5%
```

VARIABLE 26

```
=====
ESTIMATE CONSUMER DEMAND ON
TICKET PRICE                      NUMBER      PERCENT
=====
NO                                4           50.0%
YES                                3           37.5%
SOMETIMES                         1           12.5%
```

VARIABLE 27

```
=====
SEASON TICKET SALES              NUMBER      PERCENT
=====
INCREASE                          7           87.5%
SAME                               1           12.5%
DECREASE                          0            0.0%
```

VARIABLE 28

```
=====
SELL PRESEASON TICKETS          NUMBER    PERCENT
=====
NO                               1         12.5%
YES                              7         87.5%
```

VARIABLE 29

```
=====
INVEST REVENUE                 NUMBER    PERCENT
=====
NO                               3         37.5%
YES                              5         62.5%
```

VARIABLE 30

```
=====
ESTABLISH TICKET PRICE        NUMBER    PERCENT
=====
COMPARE W/CONFERENCE INSTITUTIONS  4         50.0%
COMPARE W/PEER INSTITUTIONS       2         25.0%
COMPARE W/COMPETITION             0          0.0%
CONDUCT MARKET SURVEY            0          0.0%
OTHER                             2         25.0%
```

other = estimate customer interest
= comparision w/conference,peer, and
competing institutions

VARIABLE 31

```
=====
ASSESSMENT OF TARGET MARKETS  NUMBER    PERCENT
=====
REVENUE ONLY                   5         62.5%
NON REVENUE ONLY               0          0.0%
BOTH REVENUE & NON REVENUE     2         25.0%
NEITHER REVENUE NOR NON REVENUE 1         12.5%
```

VARIABLE 32

=====

CONDUCTED A MARKET SURVEY	NUMBER	PERCENT
REVENUE ONLY	5	62.5%
NON REVENUE ONLY	0	0.0%
BOTH REVENUE & NON REVENUE	0	0.0%
NEITHER REVENUE NOR NON REVENUE	3	37.5%

VARIABLE 33

=====

SPORTS	NUMBER	PERCENT
REVENUE POTENTIAL	0	0.0%
FEDERAL LEGISLATION	0	0.0%
TRADITION	5	62.5%
NCAA LEGISLATION	0	0.0%
STUDENT OPPORTUNITIES	1	12.5%
OTHER	2	25.0%

OTHER = combination of tradition and student
opportunities

VARIABLE 34

=====

TITLE OF RESPONDENT	NUMBER	PERCENT
ATHLETIC DIRECTOR	1	12.5%
ASSOCIATE ATHLETIC DIRECTOR	7	87.5%
ASSISTANT ATHLETIC DIRECTOR	0	0.0%
BUSINESS MANAGER	0	0.0%
OTHER	0	0.0%

APPENDIX F
INTERVIEW QUESTIONS

INTERVIEW QUESTIONS

1. Did you understand the questionnaire and were there any areas that you found difficult to understand?
2. How much emphasis is placed on long range planning in your intercollegiate athletic program?
3. What do you use your long range plans for?
4. How useful are your long range plans?
5. How involved is the President/Chancellor of the University in planning of the athletic program?
6. Do you try to influence game attendance by ticket pricing?
7. What percentage of your seats are reserved for season tickets?
8. How would your aathletic program actively try to increase season ticket sales?
9. How were the non revenue sports at your institution selected?
10. What degree of emphasis is placed on winning in your non revenue sports?
11. What nonrevenue sports do you think might possibly be revenue producers and why?
12. Are your entire coaches staff fulltime employees of the athletic program and if not how many are part time?
13. What provisions, if any, are made for coaches who desire to get out of coaching?

14. Do you consider scholarships as part of the operating budget in each sport?

15. What type of system of method do you use for determining who the consumers are for your products?

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