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The Effect of Game Day Promotions on Consumer Behavior in the East Coast Hockey League (ECHL)

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THE EFFECT OF GAME DAY PROMOTIONS ON CONSUMER BEHAVIOR IN THE EAST COAST HOCKEY LEAGUE (ECHL)

By

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ABSTRACT

Factors associated with attendance at sporting events has been well documented in recent literature. Numerous studies have been conducted in college and professional sports, yet little work to date has examined factors associated with attendance in the minor leagues. Very few studies have specifically investigated special game day promotions at the minor league level. Based on the absence of some of the potential drawing factors associated with college and professional sports, these promotional activities at the minor league level become of greater interest. Specifically, game day promotions utilized in minor league hockey were of interest in the current study.

The purpose of this study was to investigate factors associated with attendance in the East Coast Hockey League (ECHL) in the 2001-2002 season and specifically the game day promotions and their affect on attendance. Data was collected using the feedback from a survey of fourteen marketing personnel of ECHL franchises during the summer of 2002. The survey was adapted from a previous questionnaire (Branvold & Bowers, 1992) utilized to assess factors related to attendance. Other questions were added to the Branvold and Bowers tool in order to address other factors of interest.

Results indicated that several factors including promotions were correlated with attendance. Those factors contributed more than 45% of the variance in predicting attendance. Specific promotions such as “Puck Night”, “Scouts Night” and “Fan

Appreciation Night" were identified as the most successful in increasing attendance. Weekend promotions were more related to an increase in attendance than weekday promotions and children were the most popular target group. Attendance based on promotional games versus non-promotional games varied greatly among the fourteen teams of interest.

The findings are similar to previous research on promotions and attendance. Promotions have been associated with a discernible increase in attendance for most markets.

CHAPTER I
INTRODUCTION

Professional sport in North America is a business operation capable of generating billions of dollars in revenue every year. One of the most significant factors accounting for team revenue generation results from ticket sales attributable to spectator attendance (Burton & Cornilles, 1998). In addition to broadcasting rights, professional leagues mainly rely on the revenues from gate receipts (Zhang, Pease, & Smith, 1998). In the National Hockey League (NHL), ticket sales account for 59% of all revenues (Howard & Crompton, 1995). Similarly, the National Basketball Association (NBA), Major League Baseball (MLB) and National Football League (NFL) relied on ticket sales for 41% (NBA), 34.3% (MLB) and 22.8% (NFL) of their revenue in 1992. Selling the team sport product is a year round activity and the spectator attendance variable is crucial for the sport manager in generating revenue in the competitive market of professional sports.

Many factors affect an individual's decision to attend a sporting event. Determining these factors can assist in developing marketing strategies to entice people to stadiums and arenas. In previous research, many factors related to fan attendance have been identified. Some of those general category factors are: economic, geographic, socio-demographic, performance, individual preference for the

product, accessibility, and attractiveness of the game (Greenstein & Marcum, 1981; Hansen & Gauthier, 1989; Schofield, 1983).

The factors involved in predicting attendance are of interest to those in the business of selling sporting and entertainment events and can be used in the crucial decision making process. One of those factors is marketing and promotions, which may be particularly more vital for minor league franchises as compared to professional organizations. Professional organizations have certain marketing advantages that are not available to minor league organizations. Some of these advantages include: star players, rival teams, large populations and team history, none of which are as prevalent in minor league sports. Therefore, promotions can play an integral role in increasing spectator attendance, especially at the minor league level. Specific types of promotions such as game day entertainment, giveaways and theme nights can be of particular benefit in a minor league marketing strategy.

Significance of This Research

This research can be applied to many different settings in the sporting world. It would be viable in college and professional sports, but the major focus is on minor league organizations based on the increased importance of promotions. The game day promotion analysis could be applied to minor league baseball, hockey and other sports. The current study will focus on minor league hockey and specifically the East Coast Hockey League (ECHL). However, other minor hockey leagues such as the International Hockey League (IHL), the American Hockey League (AHL), the United

States Hockey League (USHL), and the Central Hockey league (CHL) would also be of interest.

An in-depth analysis of spectator purchase decisions with regard to minor league teams in many different sports and settings could assist in producing a master guide to effective game day promotional strategies. This would contribute to the education of the marketing professional in both the practical and academic setting. The marketer in the field could use the guide as a template for possible choices for game day promotions throughout the season. The guide would also contribute to the research base of knowledge in the field of Sport Administration. It could also be used as a teaching tool in a Sport Marketing class in the area of promotions. It is important to address consumer behavior and preferences when discussing marketing and specifically promotions. Consumer behavior involves the integration of many variables and thus requires in-depth analysis. One aspect of that behavior involves the social and demographic influences that affect a potential spectator's decision.

Literature Review

Demographics

The United States population increased 13.2% from 1990 to 2000 (Kavaliunas, 2001) and the demographic picture in the United States will change rapidly in the first 50 years of the new millennium. The population in the United States is aging and the younger age cohort has not been socialized to sport as directly as their predecessors. In 2000, one in eight Americans was over 65, which was an 8% increase from 1990 (Osborn, 2001). Asians and Hispanics are the fastest growing

populations and women with no husband present in the home are the fastest growing household type. From 1995 to 2050 the Hispanic population is expected to increase by 258% and the Asian population by 269% as compared to blacks (70%) and Caucasians (7%) respectively (Osborn, 2001). All these populations have different wants, needs and desires and present unique challenges for the sport manager. Therefore, sport management personnel need to be familiar with these and other changes in demand when promoting a game or event.

Demographic variables and other factors are important to consider when the demand for a product is assessed. The demand for sport entertainment measured by the dependent variable of attendance has been termed demand studies (Schofield, 1983). The utility of demand or the why of a decision to attend games can be partially explained by combining economic, geographic, socio-demographic, performance and other factors. An attempt is made to identify the most prevalent factors and therefore account for a large portion of the explained variance. These factors can also assist in determining consumer intention and behavior (Schofield, 1983).

Socio-Cultural Influences and Attendance

Fan identification can be a powerful influence on emotional involvement with a team and subsequent ticket purchasing behavior (Sutton, McDonald, Milne, & Cimperman, 1997). An increase in fan identification can lead to a decrease in performance outcome sensitivity and decreased ticket price sensitivity. Although ticket prices in sport are ever escalating, the highly identified fan is more likely to continue to pay based on the emotional connection to the team. The sport manager

can increase fan identity and the subsequent decreased price sensitivity by implementing a few relatively simple strategies (Mullin, Hardy, & Sutton, 2000). The authors suggest increasing team and player accessibility to the public, increasing community involvement, creating opportunities for group affiliation and participation and reinforcing team history and tradition. These strategies all allow the consumer to be associated with positive others and can foster team identity.

Team identity was also examined at two intercollegiate basketball games (Fink, Trail, & Anderson, 2002). Eight motives for attending the game were investigated using the Motivation Scale for Sport Consumption (MSSC; Trail & James, 2001). The motive that was found to contribute the greatest amount of variance in relationship to attendance was vicarious achievement. The fan obtains an identity with the team if that team is successful and the person can associate with that success. The vicarious achievement was found for both males and females, but there was a greater contribution to variance for males. Aesthetics or "beauty of the game" was also a large factor contributing to variance to attend a game. With aesthetics in mind, the sport marketer can sell the finesse of the highly skilled players or the brute strength of the stronger more imposing athletes.

The socio-motivational factors associated with fan attendance were investigated with regard to professional basketball (Pease & Zhang, 2001). These motivations were differentiated from the socio-demographic backgrounds of the spectators. Fan identification, team image, salubrious attraction and entertainment value were the four factors examined. All four factors were found to be related to attendance, and determined to be essential ingredients when formulating a marketing

mix. The service quality aspects of facility management need to be addressed to maintain and increase the four factors. Some service related issues include: cleanliness, safety, parking, and quality and variety of game amenity activities. Musical entertainment, half-time giveaways and souvenir raffles are activities that are formulated to achieve a fun and entertaining atmosphere. All activities are constructed with the purpose of enhancing the spectator's sensational feeling state (Mullin et al., 2000).

Consumer Behavior

Consumer behavior is a complex decision making process that involves the synthesis of many variables. It is important for marketers to understand how consumers obtain and handle the available information from various stimuli in their environment. The consumer information processing includes the acquisition of stimulus inputs, the manipulation of these inputs in an effort to derive meaning from them, and the use of this information to form cognitions about the products or services (Loudon & Della Bitta, 1993). Once the consumer processes the incoming information, a decision can be made with regard to purchase.

Loudon and Della Bitta (1993) determined that consumers use information derived from their environment for five major purposes.

1. To understand and evaluate products and services.
2. To attempt to justify previous product choices.
3. To resolve the conflict between buying and postponing purchases.

4. To satisfy a need for being informed about products and services in the marketplace.

5. To serve as a reminder to purchase products that must be regularly replenished.

Therefore, when any strategy is being developed with regard to informing the consumer, it is important for marketers to realize the consumer's information process.

The consumer decision making process can be broken down to the four stages of recognition, information search and evaluation, purchasing processes and post-purchasing behavior (Louden & Della Bitta, 1993). It involves external and internal information processing and a feedback loop through the four stages. Information processing of the external environment includes social, personal, group, situation, cultural, class and family influences. Attitudes, motivation, personality, self-concept, lifestyle, knowledge, available resources, learning and memory are internal information processing determinants.

Spectator knowledge is a variable that has been found to be a significant predictor of consumer intention and ticket consumption behavior (Zhang, Smith, Pease, & Mahar, 1996). In this study, hockey knowledge was found to be a significant predictor of attendance at International Hockey League games accounting for over 12% of the variance for number of games attended. Knowledge was also positively rated to gender, age, marital status, education level and race, but not related to occupation of spectators. Highly educated, Caucasian, older, married males of high socioeconomic status had significantly higher mean hockey knowledge scores.

Promotion of hockey knowledge was suggested as a marketing strategy to increase attendance. Strategies could include: providing lessons, media coverage of rules, public announcer comments and hockey related contests.

The influence of in-arena promotions and their effect on consumer behavior and intentions have been examined with regard to college basketball games in the Midwest (Shannon & Turley, 1997). Spectators of midsize college basketball games were asked about purchase behavior and awareness of products and firms involved in advertising and giveaways. It was found that in-arena promotions influence both purchase behaviors and intentions. Further, they found that those attending men's games, non-students, men, and people who attended more regularly were significantly more likely to say they had changed their purchase behaviors than their counterparts. Shannon and Turley (1997) also postulated that giveaways or one-time promotions often attract greater attention than do stagnant promotions such as signage.

Sporting Event Marketing Strategies

Sport event marketing strategies have traditionally revolved around selling the game or event. That strategy is becoming less prevalent as different forms of entertainment are evolving in the promotional mix. It is important to target groups other than the hardcore fan to increase overall attendance. People have many choices, get bored easily and need to be entertained (Petrecca, 2000). Creative marketing strategies focusing on entertainment beyond the game are needed in the era of deluxe stadiums and computer technology. Promotions involving area cities and/or groups

are advantageous to overall relations and interest (Derrow, 1985). These relations include the fans, community, business sector and sponsors.

Promotions are not only used today to increase attendance, but are also part of the sponsorship package (McDonald & Rascher, 2000). The promotions assist in filling seats in the stands for the team and also advertise the sponsor's products. The bottom line of revenue is also enhanced in this "two prong" approach. The marketer must be creative in producing promotions that satisfy the team, the sponsor and identify the needs of potential customers or fans. It is a complex decision making process that must satisfy all three of these groups, particularly the potential fan base. With the myriad of choices available to a fan today, it is important to understand the psychological and sociological factors underlining his/her decision to attend a game.

Eight criteria have been identified for marketing a sport event and positioning the product (Lipponen, 1994):

1) The first is to define the business and the competitors in an attempt to understand the place in the market.
2) The characteristics of the target group must be researched and identified.
3) The awareness levels and perceived images must be researched and compared to the competitor's product.
4) The fourth criterion involves planning the total package, before, during and after the event.
5) In stage five a positive image can be formed based on need of the target group. When forming this image the marketer must recognize

the sub-components of the event, the players involved in the event and the teams competing. In this stage, the sports marketer must also clearly differentiate the company's product and image from any image created by the competitors.

6) Communication in the form of publicity, advertising and promotions is the basis for criteria six. Media choice has to be carefully considered based on target market and image.

7) Production of the product and implementation of the plan are the standards in stage seven.

8) In the eighth and last stage, the product must be delivered as planned and promised, and carefully evaluated for effectiveness.

The effectiveness was based on finding the right plan, image and/or strategy for the particular characteristics of the target group. Once these eight steps have been accomplished, the sport marketer has a model or template to follow for future endeavors. The model is evaluated and modified as needed.

Psychological and Social Influences

Why people attend sport events can be pondered and analyzed by sport psychologists. They attempt to recognize the diverse needs of fans. Concepts of interest to psychologists include: fan identification, fan involvement and opportunity to participate in the event. If a fan identifies strongly with a team or player then that individual will be more likely to attend a game (Krohn, Clarke, Preston, McDonald,

& Preston, 1998). The fans feel an affiliation with the team and may base their self-concept on that identity. Some spectators today may also want to be involved in the event and have opportunities to participate in activities during breaks in the action. This involvement gives the fan a sense of being a part of the game and further establishes identity with the team.

The psychological and sociological influences on attendance have been examined in an effort to determine the needs of potential spectators (Krohn et al., 1998). Establishing an identity with a team was found to be a significant factor in increasing interest and attendance. Recommendations to increase identity were a good win-loss record, making athletes visible in the community and participating in programs that make the area a better place to live. Examples offered were visiting children in the hospital, yard clean ups for the elderly, food can drives for those in need and participation in local fund raising events.

The authors also suggest offering children an opportunity to get actively involved with the players. Autograph sessions and open practice days allow the children to feel closer to the athlete. If a child can develop a sense of identity with the team and its athletes, this may foster interest and subsequent attendance. Fan involvement is also suggested to make them feel part of the event. Activities that allow the fan to participate and feel responsible are encouraged. Some examples would be half court shots in basketball, raffles, loudest fan contest, and fan appreciation nights. Providing music, mascots, video and cheerleaders all add to the social atmosphere and fan involvement. By providing activities and fan appreciation events, the fans develop a sense of importance to the team or program. The sports

marketing professional who makes the effort to make the game experience enjoyable, will be rewarded with increased fan identity and loyalty.

The effect of social influence on an individual's evaluations and subsequent decisions to attend professional baseball games was examined (Wakefield & Sloan, 1995). Two questions were studied. If family and friends do not like attending games does that effect an individual's perception of that game? The second study examined reference group acceptance of the sporting event and that effect on factors expected to predict if an individual would attend a game in the future (identification with team, perceived value and community acceptance). The theme for both of these studies was the extent that individuals were influenced to adopt the views of significant others with regard to the sporting experience.

The results demonstrated that those who perceived that referent others did not care to go to games, were more likely to have lower attitudes toward the situational environment. Significant differences between high and low reference group acceptance was found for: perceived quality of the stadium and food service, overall satisfaction with stadium, perceived ticket value, situational involvement with the game, enduring involvement with baseball, perceived community acceptance and re-patronage intentions. It was interesting that two groups in the same setting at the same time could observe a factor with no variance (the stadium facility) and come to different conclusions based on social acceptance. Therefore, the sports marketer must try to create a positive image in the community, which could subsequently lead to favorable perceptions of the environmental factors at the stadium.

Mullin et al. (2000) determined that a person's socialization into sport roles can occur through interaction with significant others. The referent others can actively shape patterns of involvement and may also act as role models. “Significant others” include people such as the immediate family, coaches, teachers, friends and peers. Other reference groups, such as idols, heroes and role models who are distant and impersonal can also be important in the socialization process. Star players in a marketer’s scope can be seen as a significant impersonal reference group in the effort to attract fans.

Measures of identity and esteem were analyzed to determine the effect of common group identity on fan involvement and attendance (Murrell & Dietz, 1992). High levels of collective self-esteem and identity were associated with positive evaluations of teams and in some cases an increase in attendance. The factors of identity esteem (the extent to which one’s membership in a group shapes his/her self-concept) and public esteem (how the group is perceived by others) were significant predictors for attitudinal (evaluation) and behavioral (attendance) support for the team. The student’s attachment and identity with the team, and their perception of the university’s status may affect behaviors to strengthen association with the school and team. The authors associate public self-esteem to enjoying the benefits of another’s accomplishments (basking in reflected glory).

A third factor of membership esteem or the individual’s feeling of worth to the group was found to be more significant in students who attended the games than those who did not. The support demonstrated through attendance at the games could cause the individual to see him/herself as an integral part of the game and somewhat

responsible for the outcome. These perceptions can enhance feelings of worth and identification with the team and university. However, the authors did acknowledge the limitation that no causal link could be established between fan identification and attendance. They concluded that student identification and attachment to the university are important factors to consider in an attempt to increase fan support. The college sport environment has been extensively examined for factors relating to attendance in the university setting.

College Sports

The most important factors affecting the purchase of college football season tickets were assessed in a descriptive report on college football programs (Grant & Bashaw, 1995). The survey identified the most important reason for purchase, which was to support the local team. The second and third most important factors were convenient parking and knowledge of the current players and coaches. The next three factors influencing season ticket purchase were night games, increasing employee morale and lower ticket prices. The least important factors in this survey were knowledge of season ticket promotions, discounts for program advertising, perks for corporate buyers, and group discount purchase options.

Grant and Bashaw (1995) focused on one region of the country so it is based on geographically biased data. The economic factors were less important in this region and that could be due to affluence of college spectators in the area of the study. A study at a university in another region of the country, consisting of a lower socio-economic population, could produce contradictory evidence. However, the support of

the local team was an overwhelming factor and stressed the importance of creating a loyal fan base for a team. An effective marketing strategy would involve attempts to directly tap into the loyalty of the fans and the business community.

The most prevalent factors affecting spectator attendance were examined at NCAA division II football games (DeShriver, 1999). An extensive data collection covering 412 games at 82 institutions revealed significant relationships between several factors and attendance. The strongest relationship was found for general ticket price, followed by home team previous season winning percentage, school enrollment and homecoming. Weather, regional population, last games of the season and current home team winning percentage, were also significantly related to attendance. Factors that were negatively correlated with attendance were age of stadium and first part of the season. None of the factors accounted for more than seven percent of the total variance. The author postulated that the sport manager must recognize the importance of addressing these factors to improve attendance and subsequent revenue generation.

In a follow-up study (DeShriver & Jensen, 2002) the two primary determinants of winning percentage and promotions were examined again with regard to college football attendance. The type of promotional activity, number of students enrolled and other competition in the market were all found to be significantly related to attendance. The authors also found that the both the current and previous season winning percentages were related to attendance, but the previous season winning percentages effect diminished as the current season progressed. Therefore, it was suggested that promotional activity would be an effective strategy for marketing personnel who are interested in increasing attendance.

The determinants relating to attendance were also identified for NCAA II football over the course of the 1998 season (Wells, Southall, & Peng, 2000). An attempt was made to identify determinants relating to attendance and to construct a model designed to predict attendance based on those factors. The nine most prevalent factors from DeShriver's (1999) study of NCAA football were analyzed along with fourteen other factors derived from a literature review. The top determinant of attendance was the previous season's winning percentage. The enrollment number of students was second, the winning percentage from two years back was third, and general admission price was fourth.

On field performance and population numbers were again found in the top three. Promotions were also a large determinant in attendance figures and the homecoming promotion was the most effective. Tradition, loyalty, a sense of belonging and internalization were hypothesized to be the motivation to attend homecoming. Spectator attendance was found to significantly increase anytime a special promotion was offered. The authors ascertained that a game without promotions is an opportunity missed. However, a promotion must be properly planned and organized to be effective. Therefore a marketing director should foster community and student involvement and assist in the planning and organization of special promotions.

Marketing objectives of professional and university sport organizations were investigated in an attempt to detect consequential operative goals (Hansen & Gauthier, 1992). Many specific factors were grouped under six general factor

categories of marketing objectives. From those general categories the top seven specific marketing objectives were identified:

1) Team marketing to increase sponsors
2) Promoting the contending status of the team
3) Emphasizing the attractiveness of the game setting
4) Promoting team quality through league records of the team
5) Promoting team quality through league records of individual athletes
6) Stressing the community image of the team
7) Team marketing to increase special event occasions.

These factors may form the basis for marketing in both professional and college sports. The community image of the team was the most important factor for professional and rated second for college. However, team marketing was most important for college athletics and rated third for professional. Player quality and contending team factors rounded out the top four for both college and professional.

Physical surroundings of the sport experience can effect the decisions of spectators on whether to attend games (Wakefield & Sloan, 1995). Five factors related to the physical environment (crowding, food service quality, fan behavior control, parking and cleanliness) were found to influence that decision. If a spectator is pleased with these peripheral factors that can effect decisions related to the central motive of attending the game. These factors can lead to a desire to spend more time

and money in the stadium and subsequently to future attendance decisions. Loyalty was found to be a moderator factor for the other five factors.

Wakefield and Sloan (1998) ascertained that stadium planning and management decisions could enhance the experience of the fan and increase the likelihood of future attendance. In a survey conducted in college stadiums, team loyalty was determined to be most important in measuring spectator desire to attend a stadium event. Other factors in order of importance were convenient parking, good and cost efficient food service, fan control and stadium cleanliness. The planning decisions should include developing fan identity to increase loyalty, creating easy access to the stadium, offering good food and keeping the facility clean.

Professional Sports

Factors associated with the decision to attend a Canadian Football League (CFL), National Football League (NFL), National Hockey League (NHL), Major League Baseball (MLB), National Basketball Association (NBA) and Major Indoor Soccer League (MISL) professional game were studied to ascertain their effect on attendance (Hansen & Gauthier, 1989). The top factors were the attractiveness items such as a team involved in a playoff race, first place race or team rivalry. Residual preferences such as weekend games, unobstructed view and fourth quarter of the season were also large factors. The economic and socio-demographic factors were generally unimportant in influencing attendance. Price of ticket was a much more important factor in the NHL and MISL than the NFL and MLB. There were also no significant differences between the relative performance of teams (winning and

losing) and factors affecting attendance. An example of the categories and some of the factors of interest in the Hansen & Gauthier study are shown in Table 1.

Table 1.

Categories of Factors Related to Attendance (Hansen & Gauthier, 1989).

Category 1-Economic Factors 1. Television coverage of the home game in local area 2. Price of season ticket for home games 3. Price of ticket for home game 4. Existence of other sport teams in home area 5. Average income of population
Category 2-Demographic Factors 1. Population size of home area 2. Ethnic mix of population
Category 3-Attractiveness Factors 1. Record (won-loss) of home team 2. Number of star athletes on visitor's roster 3. Number of star athletes on the roster (home team) 4. Record (won-loss) of visiting team 5. Your team's involvement in race for 1st place 6. Special event occasions (bat day, special groups day, etc.) 7. Home team's place in the league standings 8. Home team's place in the division standings 9. Home team's involvement in race for a playoff spot
Category 4-Residual Preferences Factors 1. Afternoon game 2. Quarter of the season 3. Evening games 4. Size of the facility (seating capacity) 5. Weekend games (Friday night, Saturday and/or Sunday)

A similar comprehensive analysis of attendance figures was compiled for major league baseball from 1969-1987 (Baade & Tiehen, 1990). Some of the factors included stadium capacity, recent division winner, team performance, city population, age and capacity of the stadium, number of stars, attendance previous season and promotions. The two most significant factors were city population and team performance. Increased attendance correlates significantly with the larger size of city. The ability to draw from a larger population is a financial advantage for team in larger cities. No other variable is as significant in attracting spectators than a team's league standing. People love a winner and generally will not consistently support a losing team.

Another analysis of factors affecting attendance was compiled for the Texas Rangers and the St. Louis Cardinals for the 1982 season (Marcum & Greenstein, 1985). The two cities were chosen because of the similarities of population in the attendance drawing area. Most of the variation was accounted for by the factors of opponent, day of the week and promotions. The single most important factor in drawing attendance for the Cardinals was day of the week (Saturday) and for the Rangers it was major promotions. Other factors that were significant for the Cardinals were record for last ten games, major promotions and doubleheaders. The Rangers had significant attendance differences for good opponent records, and weekend games. The authors attributed the differences between the two clubs to be a result of the weakness of the Ranger team. Therefore, major promotions and opponent records were more important. The Cardinals had a good record so they would draw

attendance no matter how good the opponent's record and regardless of a major promotion.

The factor of outcome uncertainty and its relation to attendance was studied in Major League Baseball (MLB) (Kochman, 1995). It was found that a probability rate of 60% (that the home team would win) was a strong predictor of attendance. The authors argued that 60% was a strong predictor rather than a slight favorite. Therefore, people are more likely to attend when the outcome is less uncertain. Marketing strategies may be most effective in games that the home team is a prohibitive favorite. The games against a strong team where the outcome is more uncertain could rely on marketing promotions that stress the excitement of rivalry and "being on the edge of your seat"(Mawson & Coan, 1994).

A positive relationship was found between promotions and attendance for six major league baseball teams over a four-year period (Boyd & Krehbiel, 1999). The authors theorized that the effect of promotional factors would always be confounded with the "draw" potential of any individual game. No evidence was found for a "saturation effect" or diminished marginal returns due to additional promotions. This finding would seem to support the use of frequent promotions in an effort to increase attendance. Boyd and Krehbiel (1999) found that 68.6% of the promotions were held on weekends, but found no significant difference in effectiveness of weekend vs. weekday promotions. Further, in 18 of 24 team models, weekday promotions were more successful than on weekends. No differences were found for day vs. night promotions, games against rivals or team winning percentage. The authors suggested

that future research should investigate the type of promotion and its effect on attendance.

The impact of broadcasting home and away games of a major southern city franchise in the National Basketball Association's western conference was investigated (Zhang & Smith, 1997). The study covered six games of one team from a large population market. The authors found that public broadcasting of home games had a negative effect on attendance, but cable broadcasts or pay-per-view customers were not less likely to attend games. It was also determined that broadcasting away games had a positive effect on future home game attendance. The number of times an individual listened to radio broadcasts of games, was also found to be correlated with game attendance. Zhang and Smith (1997) suggested that team marketers sell broadcasting rights to cable outlet companies for home games and to public broadcasting stations for away games because broadcasting provides information and promotes interest. A follow-up study in minor league hockey confirmed these findings (Zhang et al., 1998). Viewing home games on cable television, away games on commercial television, listening to radio broadcasts of games, and quality of broadcasters, were all positively correlated with attendance accounting for 6-11% of the explained variance for game attendance.

The three factors of outcome uncertainty, winning, and compensatory demand-increasing strategies and their relation to attendance were examined in the National Hockey League (NHL)(Jones, 1984). Winning was found to be significant for both previous season playoff success and current record. The visiting team winning record and the team involved in a playoff drive was also significant.

Significant impact on attendance was not found for a high outcome uncertainty. In the absence of the outcome uncertainty factor, other compensatory demand factors were significant. These determinants included presence of a star player, fighting style of play and weekend game. Jones (1984) suggests that many of these factors are beyond the team marketer's control and thus other promotional strategies must be devised.

Predicting game attendance was also the variable of interest in an analysis of spectator responses for a NHL game in North Carolina (Kanters & Wade, 2000). The game schedule and attractiveness, economics, overall experience and gender were related to future game attendance. Men were more likely to purchase tickets in the future than women, weekend games were more attractive than weekday games (Jones, 1984), the affordability of a game ticket and a game close in competition with an exciting atmosphere were found to be good predictors. Kanters and Wade (2000) postulate that ancillary activities are needed to improve the overall game experience for the spectators. Some suggestions for activities include: music, light shows, intermission events, promotions and "giveaways". Promotions can be entertaining and if developed effectively, they may cause people to talk about the overall product.

Minor League Baseball

The effect of winning percentage and market size on attendance figures was investigated in minor league baseball (Branvold, Pan, & Gabert, 1997). A comparison was made between the Rookie, Class A short season, Class A long season, Class AA and Class AAA leagues. The market size was found to be a very significant factor in the rookie league and the Class A short season. Winning percentage was found to be a

significant factor at both seasons of class A and class AA. Winning percentage and market size were insignificant factors on attendance at class AAA. Marketing implications derived from this study included treating games as events because of the low emphasis on winning percentage as an enticement. Team performance and winning records should only be emphasized at Class A and AA. Finally, comprehensive marketing strategies are required in class AAA to promote attendance.

Minor League Hockey

Setting an attendance record was the marketing ploy for a new franchise in the American Hockey League (AHL). The Kentucky Thoroughblades challenged the new fans to beat the existing record of 17, 446 fans (Muret, 1996). They were successful in their efforts, beating the old mark by 57 fans. Another successful marketing strategy employed by the Thoroughblades included the production of "Hockey 101" brochures. The brochures were distributed in the community and utilized in conjunction with instructional spotlights on local television to assist residents in understanding the game. Entertainment acts such as "The Blues Brothers" have also been added to the promotional mix to entice new fans to the arena.

Other entertainment options can adversely affect attendance of sporting events. This factor was investigated for a minor league hockey franchise in the International Hockey League (Zhang, Smith, Pease, & Jambor, 1997). The authors identified other entertainment competitors to be from four areas. Other professional sports, movies, fitness and recreational activities, and television were the competitors identified for minor league hockey games. It was suggested that the sport marketer

provide entertainment at the games that may be similar to the other options. Some examples include: laser shows, bands, singers, dancers, hockey films, and increased fan involvement.

Sports violence and the relationship to attendance has also been investigated (Russell, 1986). Violence was assessed during a series of minor league hockey games. It was determined that the most aggressive and second least aggressive games resulted in an attendance decrease for the next game. However, the least aggressive game and the second most aggressive game resulted in an attendance increase. It could be that fans want to see a good fast skating clean hockey game without the violence, and if there is violence the degree of that aggression should not be extreme. However, there could also be many other factors that affected choice to attend the next game that have little to do with violence in previous games. One of those other factors is promotions, and a method that can be incorporated to increase fan involvement involves the use of promotional "giveaways or freebies".

Game Day Promotions

Game day promotions are one example of a marketing strategy used to generate fan interest and attendance. "Bat Day", "Fish-fry Day", "50's Night", "Candy-bar Day", "Photo Day", "Autograph Day", "Comedy Night" and "Beach Day" are examples of game day promotions utilized to create interest for the game (Branvold & Bowers, 1992). The effectiveness of these promotions can be determined by comparing attendance for these games to average attendance figures. These promotions can be segmented into two categories, price and non-price.

Price promotions occur when an individual spectator or a selected group is admitted to the game at less than the regular price (e.g., 2-for 1 night, youth hockey night, kid's day). Non-price promotions are games where an individual fan or a selected group of spectators receive merchandise or some type of value-added entertainment (e.g. firework displays, concerts, San Diego Chicken Night) (McDonald & Rascher, 2000). Promotions have been found to be attendance generators and a positive influence on fan interest (Siegfried & Eisenberg, 1980).

However, other factors that affect attendance figures must also be weighed into the equation (McDonald & Rascher, 2000). Promotions have been found to have a positive impact on the attendance (Marcum & Greenstein, 1985; McDonald & Rascher, 2000; Zhang et al., 1996). McDonald & Rascher (2000) demonstrated that promotions have a marked 14% impact on single game attendance among 19 MLB teams. Therefore, game-day promotions may be a very important component of a team's marketing strategy.

Junior hockey in Canada has recognized the need to attract new fans with innovative promotions. In an effort to attract female fans, the Red Deer Rebels of the Western Canadian Hockey league dreamed up the "ladies night out" promotion (Hitchcock, 1997). In this innovative strategy, female fans were selected to go on to the ice and attempt to find a diamond ring in one of 500 tennis balls. The women ran around the ice picking up balls and shaking them to determine if one contained the diamond. This promotion led to larger attendance than the average for Rebel games, and 57% of the crowd was comprised of female spectators. The ladies night promotion targeted a group of people who may not regularly attend a junior hockey

game. The sports marketer must attempt to entice these groups with creative marketing strategies.

The importance of innovative promotional strategies was addressed in a study on college baseball programs (Branvold & Bowers, 1992). Traditional baseball promotions include “bat day”, “ball night”, “helmet night” and “cap day”. However, the addition of other innovative promotional events can make or break the economic success of a franchise. In the minor leagues, only 25% of teams were making a profit in the early 70’s compared to 75% in the late 80’s. The differences are accredited mainly to the creative use of promotions (Rudolph, 1988).

Branvold and Bowers (1992) asked three questions.

1) “Does your program utilize promotions and if so, how frequently?
2) What types of promotions are used?
3) What are the purposes for running the promotions?”

Forty-six programs responded to the survey and twenty-six reported using promotions. Reasons for non-use of promotions included lack of: need based on current attendance, financial and human resources, time and confidence in the effectiveness of promotions. The average number of promotions per year was 14.2 and the range was from three to thirty. The primary method of financing a particular promotion was through sponsorship support. The top two reasons for using promotions were to increase attendance and generate awareness. The top target

markets for special promotions were the community, students, little leagues, children, senior citizens, faculty, alumni and families.

Branvold and Bowers (1992) segmented the type of promotions into six categories:

1) giveaways
2) drawings and contests
3) special target groups
4) activities
5) special themes
6) food/concessions.

The most successful reported promotions included five from giveaways, two from activities and one each from target groups and food. The give away of batting helmets, t-shirts, baseball cards, posters and seat cushions were the most successful in the "free stuff" category. "Photo day" and "Baseball clinic day" were successful activities, "Hot dog/apple pie day" was the most successful food and the targeting of fraternities and sororities the best target group promotion.

One of the recent crazes and most popular "giveaways" used as a special game day promotion are bobblehead dolls. The "bobbleheads" or "bobbledobbles" date back to the 1950's when they once hung from car windows (Francis & Cassidy, 2001). The ceramic dolls with bobbling heads had faded out of popularity until their recent resurgence in stadiums and arenas. It started in San Francisco and the baseball

Giants, with an order to Alexander Global Productions (AGP) for 35, 000 Willie Mays dolls for a giveaway promotion in 1999 (Ballard, 2002).

In 2002, AGP will produce more than 12 million "bobbleheads" for distribution at games (King, 2002). The giveaway of the "bobbleheads" was related to 14-17% increases in MLB attendance over a two-year period. The most successful increases in percentage attendance over average were (98.0%) in Montreal for a Tim Raines "bobblehead", (96.1%) in Montreal for a Vladimir Guerrero doll and (93.0%) in Pittsburgh for a Jason Kendall "bobblehead" (King, 2002). It was further stated "no item performed as effectively regardless of team or locale as the bobbles, which yielded attendance increases of more than 5,000 fans on 37 of the 85 dates they were offered" (King, 2002).

The bobbleheads have become a marketer's dream as enthusiastic fans have become collectors and the dolls have been sold on auction sites for very good profits (Francis & Cassidy, 2001). The "bobbleheads" have been observed to be related to an attendance increase more so than traditional baseball giveaways such as: bats, bat bags, batting gloves, rally towels and batting helmets. The sport marketer is always enthused to be able to offer a fan enticer such as the "bobblehead" doll, but is never sure where the next item of that kind of success will be found (King, 2002).

In a recent study on the overall effectiveness of promotions on attendance the marginal impact of additional promotions was also investigated (McDonald & Rascher, 2000). They wanted to determine the impact of the frequency of promotions, the issues related to promotional scheduling and the effectiveness of various giveaway promotions. The McDonald and Rascher study was a comprehensive

examination of attendance in Major League Baseball (MLB), and contained over 50 independent variables in an attempt to explain variance across the 19 MLB teams. Some of those variables included:

1) home teams wins in last 10 games
2) visiting teams wins in last 10 games
3) game played at night
4) game played on the weekend
5) game is an intra-division game
6) stadium capacity
7) home team's previous season's wins
8) visiting team's previous season's wins
9) fan cost index
10) promotional days
11) stadium age
12) cost of promotional items

Baseball was ideal for this study because most games do not sell out as in the NBA or NFL, therefore a greater possibility is available to uncover the determinants of demand. There were only 29 sellouts in 1,500 games in MLB in 1996.

The variables associated with game day promotions of interest included the number of promotions per season and the cost of each promotional giveaway item. For all MLB clubs in the 1996 season, the average number of promotions was 26 or

32% of home games. The average cost per promotional giveaway item was $2.19. The demand was presumed to be associated with the value or cost of an item. Therefore, they hypothesized that as the perceived value of the giveaway item increased, there would be a subsequent increase in attendance.

It was found that for each dollar increase in the value of the item, an additional 2,688 fans were attracted to the games. This was based on 145 MLB games in which the team paid the cost for the giveaway item. The perceived value of the item was associated with demand for attending the stadium. McDonald and Rascher (2000) concluded that the quality of the items is very much a factor in determining if spectators are attracted to come to the game and obtain the giveaway.

Another result of the study was the saturating effect on demand that occurred as the number of promotional days increased. However, over the length of a season the total net gain of attendance for teams with many promotions would be larger than for those teams with fewer promotions. Therefore, although the demand per-game is less, the marginal season impact is greater for teams with more promotions. A significant correlation was found at the 1% level between number of promotions and total seasonal impact on attendance. Based on this study it is strategically most effective to offer many promotional dates.

The overall conclusions from this study were that promotions had an observable 14% impact on attendance and there was a slight decrease per game if too many promotions were offered. However, the loss per game can be outweighed by the extra promotion days to increase attendance. McDonald and Rascher (2000) also outlined some ideas for future research. They suggested examining: best received

items and at what time of year, items with the best return on investment, the relationship between promotions and other attendance factors and the comparison between price and non-price promotions. These and other factors are of interest for the current study and were applied to minor hockey in the ECHL.

Summary of Literature

The current literature on promotions and attendance has focused on college sports and the four major North American sporting leagues (major league baseball, professional basketball, hockey and football). Very few studies have examined promotions in minor league baseball and hockey. Based on the previous literature, the most prevalent factors found to be significantly related to attendance included: winning percentage, size of market, ticket price, weekday or weekend game and type of promotion.

Significant predictors of attendance were found for winning percentage (Branvold et al., 1997; DeShriver, 1999; Hansen & Gauthier, 1989; Jones, 1984;Wells et al., 2000). market size (Baade & Tiehen, 1990; Boyd & Krehbiel, 1999; Branvold et. al., 1997) ticket price (Boyd & Krehbiel, 1999; DeShriver, 1999; Grant & Bashaw, 1995; Wells et al., 2000). day of week (Marcum & Greenstein, 1985) weekend games (Hansen & Gauthier, 1989; Kanters & Wade, 1994) and promotions (Baade & Tiehen, 1990; Boyd & Krehbiel, 1999; Marcum & Greenstein, 1985; Shannon & Turley, 1997; Siegfried & Eisenberg, 1980). Based on the findings, the current study took these factors into consideration in an attempt to determine the predictors of attendance.

Other research involved the specific investigation of game-day promotions on attendance at college and professional sporting events, (Branvold & Bowers, 1992; McDonald & Rascher, 2000). The authors determined the effectiveness of specific "game day promotions" in drawing spectators to a sporting event by analyzing the promotional factor with other factors that could affect a consumer's decision to attend an event. This type of study is effective in identifying significant promotional factors related to attendance, however both of these studies examined promotions for baseball and neither one investigated the minor league market. There is a dearth of literature investigating use of promotions in minor league sports and specifically in minor league hockey.

As cited in the two previous paragraphs, other factors affecting consumer choice have been examined in many studies on professional and college sports. Based on these findings and a lack of research in minor league sports, future research could examine factors related to attendance in minor league hockey and baseball. Specifically, this study investigated special game day promotions and other factors associated with attendance in minor league hockey. An attempt was made to determine the effect of one type of promotion (game day promotions) and its effect on attendance in one minor league market (ECHL). Other factors were also analyzed to determine the contributory nature of each factor on subsequent attendance figures. The game day promotions factor is of interest specifically because of its potential impact in a minor league market. This investigation will assist in determining the effectiveness of these promotions on future consumer behavior.

Rationale for Study

Attendance in the sporting arena is important for team support, excitement, motivation of the athletes, euphoria surrounding the event and the overall experience of sharing a grand spectacle with other like-minded groups of people. However, there is a bottom line to attendance figures and that is the generation of revenue dollars. One method of increasing attendance and subsequent revenue is game day promotions. This strategy is increasingly important to teams that are struggling at the professional level and those without as many alternate revenue sources at the minor league level. Therefore, it is necessary to identify game day promotions that can increase attendance in these types of markets.

The minor league ice hockey market in the southeastern United States would likely profit from extra fan interest and revenue. Game attendance can be crucial to the success or failure of the teams in these leagues. The area is not a traditional ice hockey market and the teams in the ECHL are secondary farm teams to the NHL (see Appendix C). At the end of the 2000-2001 season, the two teams in the southern conference of the league with the lowest attendance (Tallahassee and Birmingham) were considering moving to other locations. Therefore, teams in the ECHL must develop marketing plans that address the needs of consumers in their market areas. Effective game day promotions are one strategy that could affect whether a team is making a profit or forced to move at the end of a season.

The compilation of game day promotions, attendance for those days and other relevant factors affecting attendance will assist in determining tools that may be used to increase attendance in the ECHL. The tools could be utilized in association with

other innovative marketing strategies to stimulate an increase in attendance in the struggling markets and around the league. The long-term success of the league is dependent on the strength of the individual teams in creating unique and effective promotional activities. This type of promotional data could also be effective for use in other minor league sport markets and in professional sport markets with attendance problems.

Conceptual Framework

The concept of promotions is multi-faceted and can be examined within many different contexts and frameworks. Promotions can include advertising, personal selling, publicity, sales promotions, sponsorships, endorsements, entertainment, trial products and giveaways. According to Pitts and Stotlar (1996) promotional methods can be divided into four distinct categories. They are advertising, personal selling, sales promotions and publicity. Game day promotions are an example of the sales promotion category and can include entertainment, giveaways, special events and fan participation.

Game day promotions have been investigated in college sports (Branvold & Bowers, 1992), professional sports (McDonald & Rascher, 2000; Hansen & Gauthier, 1989; Baade & Tiehen, 1990), minor league hockey (Zhang et al., 1997; Muret, 1996) and minor league baseball (Branvold et al., 1997). The importance of game day promotions in the minor leagues has been stressed due to the potential increase in attendance (Rudolph, 1988) and the absence of other pulling factors specific to professional sports. Professional sports can rely on star athletes, history of team, state

of the art facilities, rivalries and usually larger markets. Therefore, professional teams may be less dependent on promotions than their minor league counterparts.

Research on promotions in the minor leagues might include AAA, AA, A and rookie leagues in minor league baseball. Specific to minor league hockey, promotions can be analyzed in the American Hockey League (AHL), International Hockey League (IHL), East Coast Hockey League (ECHL), United States Hockey League (USHL) and the Central Hockey League (CHL).

Other factors in addition to type of promotion that can influence game attendance may include: market size, time of day for game, ticket price, weekend or weeknight game and home team winning percentage. The factors chosen will depend on the type of sport as different factors involved in predicting game attendance can vary from sport to sport. An example of a large factor in predicting game attendance that is specific to one sport (baseball) is the starting pitcher. The specific type of promotion can be broken down to game-day promotions such as giveaways, theme nights and special entertainment or events.

Research Problem and Questions

The research problem of interest is the effect of game day promotions in increasing game attendance. Included in the study was an attempt to ascertain the factors related to attendance, the most popular promotions, the financial backing of promotions and the most common target groups. There are many factors that account for an individual's decision to go to game and subsequent attendance totals. Some of these factors of interest in this study include: home team winning percentage, city

population, day of the week of game, ticket price, season ticket holders and special promotions. The percentage of variance in predicting game attendance as a result of game day promotions would be of assistance to sport marketing personnel in planning and managing promotions to increase attendance.

Research Questions

1) What factors under investigation are correlated with a person's decision to attend the game?
2) How do game day promotions relate to an attendance increase or decrease?
3) What are the most effective game promotions based on the data?
4) Do more promotions mean more fans (Boyd & Krehbiel, 1999) or is there a saturation effect?
5) Can the game day promotions be categorized into giveaways, food, activities and concerts, target groups and events (entertainment theme nights) (Branvold & Bowers, 1992)?
6) Does the day of the week have an effect on the successfulness of the promotion?
7) Who is responsible for financing the different game day promotions?
8) Are there any groups that are targeted in the marketing strategy more so than any other groups?
9) Is there a difference between teams in game day promotional effectiveness?

If some of these questions can be answered by the current research, then the problem of the effectiveness of game day promotions can be better understood. Therefore, the purpose of this study was to examine the effects of various game day promotions on attendance.

CHAPTER II

METHODOLOGY

Research Design

A research design is employed to maximize control over factors that could interfere with the validity of the results (Burns & Grove, 1999). It serves as a plan to collect and organize data in an effort to answer the research question(s) of interest. A non-experimental design was utilized in this study. Non-experimental research designs are generally used to investigate "naturally occurring phenomena" and relationships between variables (Depoy & Gitlin, 1994). In correlation research, variables are measured based on observation and examined for any patterns or relationships. A particular type of observational correlation is an ex post facto design. In this design, relationships between variables are examined for naturally occurring population parameters and specific variables of interest. The independent variable in a non-experimental design is not manipulated, but examined in relation to other variables in order to better describe or predict its nature.

In the current study, the independent variable is the different game day promotions. These promotions were examined after the game in an effort to determine relationships between game day promotions and the dependent variable (attendance). The game day promotions will also be investigated in relation to other variables that predict attendance, in an effort to describe the nature of these

relationships in predicting attendance. In a correlation design, relationships can be established between variables, but no determination can be made as to cause and effect. The current study attempted to establish a correlation between game day promotions and attendance. However, the nature of this relationship does not imply that game day promotions caused the subsequent increase or decrease in attendance.

Study Population

The population of interest was the twenty-nine minor league hockey organizations operating in the ECHL for the 2001-2002 season (see table 2).

Table 2.

Team Franchises in the East Coast Hockey League (ECHL) for the 2001-2002.

1. Arkansas Riverblades	2. Atlantic City Boardwalk Bullies
3. Augusta Lynx	4. Baton Rouge Kingfish
5. Charlotte Checkers	6. Cincinnati Cyclones
7. Columbia Inferno	8. Columbus Cottonmouths
9. Dayton Bombers	10. Florida Everblades
11. Greensboro Generals	12. Greenville Grrrowl
13. Jackson Bandits	14. Johnstown Chiefs
15. Louisiana Ice Gators	16. Macon Whoopee
17. Mississippi Seawolves	18. Mobile Mysticks
19. New Orleans Brass	20. PeeDee Pride
21. Pensacola Ice Pilots	22. Peoria Rivermen
23. Reading Royals	24. Richmond Renegades
25. Roanoke Express	26. South Carolina Stingrays
27. Toledo Storm	28. Trenton Titans
29. Wheeling Nailers	

The specific teams were contacted through their marketing director, public relations director or other personnel in charge of promotions. All twenty-nine teams were contacted in an effort to gather attendance figures for the league as a whole. This is a purposive, non-probability sampling method. In this type of sampling, the researcher' own judgment is used to decide which respondents to include in the study (Leary, 1991). In the current study, the ECHL was judged to be the population of interest and therefore was chosen utilizing purposive sampling techniques.

Instrument Development

A questionnaire was developed based on the instrument used in a previous study on promotions (Branvold & Bowers, 1992). Three of the questions from that study were utilized and three others were added for the current study. The additional questions attempted to uncover information concerning season ticket holders, financial responsibility for the promotions and specific target groups.

The following questions and statements were addressed to the professional marketing personnel for each club (refer to Appendix A). The first question was: Do you use game day promotions and if so, please continue with questions 2-5. The second question required listing the number and type of game day promotions used last season, the date, time and attendance for each one of those promotional games, the average attendance for all home games, the average number of giveaway or promotional tickets per game and the number of season ticket holders for the 2001-02 season. The third question was: What do you consider to be the three most successful game day promotions? Question four addressed financial obligation: What percentage

of game day promotions were financed by the club? sponsors? other? The fifth question was: Did you target any specific markets for your game day promotions, and if so, please identify those groups? The last question was an attempt to ascertain differences between specific game purchases and paid attendance for a whole season:

Reliability

Reliability is the degree to which test measures are free from error and therefore, yield consistent results over time and across situations (Zikmund, 2003). Reliability can be assessed on two dimensions; repeatability and internal consistency. Reliability scores are expressed numerically as a coefficient. A coefficient score will be 1.00 if a test is perfectly reliable. A high coefficient of at least .70 is required to indicate an acceptable degree of reliability (Baumgartner, Strong & Hensley, 2002). Previous studies of interest on attendance and promotions did not report reliability estimates for their measurement tools (Branvold & Bowers, 1992; DeShriver, 1999; McDonald & Rascher, 2000). Based on this precedence, no reliability calculations were established in the current study.

Validity

"The validity of a measurement instrument can be declared based on the degree to which the instrument actually measures what it is supposed to measure" (Baumgartner et al., 2002, p.98). One type of validity is content validity, which is the degree to which the subject matter of a test actually represents the content to which it applies. "Face validity or content validity refers to the subjective agreement among

professionals that a scale logically appears to reflect accurately what it purports to measure" (Zikmund, 2003, p.302).

No validity estimates were offered for the previous questionnaire from which three questions were gathered for the current study (Branvold & Bowers, 1992). The questions in the current study were developed based on feedback from a panel of professional experts in sport administration. The three questions from Branvold and Bowers (1992) and the two questions addressing target markets and financial obligations were approved. These five questions were used in a pilot study assessing game day promotions of the Tallahassee Tiger Sharks of the ECHL in the 2000-01 season (Pruegger, 2002). Based on that study, one other question was proposed by the expert panel to determine differences between season ticket holder purchases and single game ticket buyers. The season ticket information was added to question two. The members of the professional sport administration committee then approved the content of the revised five-question survey. Based on this evaluation by a panel of professional experts, content validity was established. If it is evident to experts that a measure adequately covers the concept of interest, then face validity can be established (Zikmund, 2003).

Data Collection Procedures

A letter was sent to the marketing directors of the 29 teams in the East Coast Hockey League (ECHL) asking for their cooperation in completing a relatively simple questionnaire on game day promotions (see Appendix B). The marketing or

public relations personnel had the opportunity to respond through a phone interview, a hard copy sent by post or an e-mail attachment.

Data was gathered on the factors of interest in this study. Those factors were the market size, winning percentage, day of the week, season ticket holders, ticket price and promotions. The data for the winning percentage and day of the week was obtained from the ECHL official database. The database included: game by game attendance, total attendance, average attendance, Sunday attendance, date, day and time of game, weekend or weekday night game and win-loss record. Information on season ticket holders, ticket price and promotions was obtained directly from personnel for each team. The size of the market areas for each ECHL team was obtained from United States census data.

All these factors have been found to be significantly related to fan attendance and were hypothesized to account for a large percentage of the explained variance. The game day promotions were added to the factor loading equation to ascertain the effectiveness of each in attracting additional spectators to the arena.

Analysis of the Data

The most pertinent factors affecting attendance based on the current literature were analyzed using descriptive statistics, inferential statistics, analysis of variance, probabilities and multiple regression techniques. The means, standard deviations and percentages were the main descriptors utilized. The specific promotions of interest in this study were analyzed with regards to data gathered from 14 of the 29 ECHL teams in an effort to determine how effective they are in relation to the prevalent factors

inducing fans to the stadiums and arenas. Differences between groups were analyzed using analysis of variance techniques. An analysis of variance is used to test the significance of differences between means (Esser & Walker, 1993). Using multiple regression techniques, a determination was made as to the effectiveness of each factor in attracting fans to the market of interest. Multiple regression is utilized to predict the value of a criterion variable (attendance) on the basis of given knowledge on other associated predictor variables (factors affecting attendance)(Leary, 1991).

An analysis of the factors for each ECHL team was conducted. The mean attendance for each promotional date, the percentage of games utilizing a promotion and the average number of promotions used was assessed. The most popular game day promotions were identified using binomial probability. The amount of variance that can be attributed to each factor was assessed using step-wise multiple regression. This technique assists in delineating contributing factors involved in an individual's decision to attend a game. Once the data was analyzed for each individual team, comparisons between the teams were assessed using analysis of variance techniques (ANOVA). ANOVA is used to test differences between means of dependent variables among two or more groups (Leary, 1991).

Assumptions

It was assumed that the data collected from the teams in the ECHL and the league itself was an accurate compilation of game-by-game statistics. One reason that all of the data was not collected individually from the marketing directors of each individual franchise is based on the confidence in the accuracy of the data compiled

in the ECHL database for public consumption. The only thing the directors will offer above the statistical data is a subjective analysis of effectiveness, season ticket holders, giveaway tickets, and a financial obligation of the club.

An assumption was made that an increase in attendance for a game with a special promotion was partly attributed to that promotion. Factoring out some of the other variables that contribute to game attendance assisted in making that assumption. However, all factors cannot be possibly accounted for and therefore the assumption could be inaccurate.

Limitations

One limitation of the current study is the objective versus subjective nature of the data collection. Data was collected from United States census data and statistics compiled by the ECHL and individual teams in the league. Future research will attempt to correlate subjective data from the fans with the objective data. A survey could be developed to assess the significance of the game day promotions in their own motivations to attend the games. Combining the objective and subjective results would give a better indicator of overall promotion effectiveness.

Another limitation is the attempt to account for the largest amount of variance possible when considering factors affecting attendance. Fan attendance is a complex decision making process that involves many different considerations and subsequent behavior. The current study was an attempt to explain a large proportion of the variance associated with attendance based on results from previous studies. However, based on the complexity of the decision, the unexplained variance can be very high.

Other extraneous factors in addition to the ones under investigation, which influence an individual to attend a game, will always be a limitation.

The scope of this research project was limited to one league in one sport for one season of play. Future research on the subject can be expanded to include other minor league sports and other minor hockey leagues. It could also be expanded longitudinally to assess any changes in attendance over more than one season. The effectiveness of game day promotions may be limited to one team or one league and not be transferable to other locales. Increasing the scope of research in the future will increase the external validity of the study and assist in generalizing the results to similar situations.

CHAPTER III
RESULTS AND DISCUSSION

Results

The results of this investigation are presented in five sections.

1) The first section details the use of descriptive statistics (mean, standard deviations, percentages) in analyzing the data.
2) The second section is an explanation of binomial probability calculations as applied to the most frequently occurring game day promotions in the 2001-02 ECHL season.
3) Section three examines the differences between teams using analysis of variance (ANOVA) techniques.
4) Bivariate correlation was utilized to determine relationships between the factors of interest in this study and their correlation with game attendance.
5) The last section utilizes step-wise multiple regression methods to identify the variance attributable to the factors of interest.

1) Descriptive Statistics

There were 29 active teams in the ECHL for the 2001-2002 season (see Table 2). All 29 teams were contacted through a phone call or e-mail about the pending delivery of a survey. The survey instrument was sent through e-mail and posted mail.

Of the 29 teams, 14 teams replied to the survey and one team (Macon Whoopie) had folded as an active organization in the ECHL. Therefore, the final response rate for the survey was 14 teams out of an adjusted total of 28 (50.00%). The timing of the request could be partially responsible for a 50% response rate. The request was made to the marketing directors in the summer as teams prepared for the upcoming year. They may have been less eager to work on old business, in an attempt to work on new strategies and thus unable to complete the survey.

Table 3.

Team, Nickname, City, State, NHL Affiliate and Seating Capacity.

Team and Nickname	City, State	NHL Affiliate	Arena Capacity
Augusta Lynx	Augusta, GA	Phoenix Coyotes	6,604
Cincinnati Cyclones	Cincinnati, OH	San Jose Sharks	12,056
Columbia Inferno	Columbia, SC	Vancouver Canucks	6,231
Columbus Cottonmouths	Columbus, GA	Montreal Canadiens	7500
Dayton Bombers	Dayton, OH	Columbus Blue Jackets	9,950
Florida Everblades	Estero, FL	Carolina Hurricanes	7,181
Greensboro Generals	Greensboro, NC	Toronto Maple Leafs	22,000
Mississippi Sea Wolves	Biloxi, MS	LA Kings	9,150
PeeDee Pride	Florence, SC	Independent	7,426
Pensacola Ice Pilots	Pensacola, FL	Tampa Bay Lightning	8,150
Peoria Rivermen	Peoria, IL	St. Louis Blues	9,894
Roanoke Express	Roanoke, VA	Chicago Blackhawks	8,672
Toledo Storm	Toledo, OH	Detroit Red Wings	5,353
Wheeling Nailers	Wheeling, WV	Pittsburgh Penguins	5,406

The fourteen teams of interest had arena capacities ranging from a high of 22,000 in Greensboro, NC. to a low of 5,353 in Toledo, OH (see table 3). Thirteen of the fourteen teams had an affiliation with a National Hockey League team. Only the Pee Dee Pride reported as an independent franchise for the 2001-2002 season.

Variables of interest among the 14 teams included: city size, winning percentage, average ticket price, season ticket holders, type of promotion and average attendance (see Appendix C). City size ranged at the high end from Cincinnati (331,285), Toledo (313,619), Greensboro (223,891) and Augusta (199,775); to Pensacola (56,255), Biloxi (50,644), Wheeling (31,419) and Pee Dee (30,248) at the lower end (refer to Table 4).

Overall winning percentage for the 14 teams was above average (.556). Eleven of the fourteen teams (78.57%) had winning percentages over .500. Average ticket price ranged from a low of $8.50 in Toledo to twice that much ($17.00) in Wheeling. The overall average ticket price for the fourteen teams was $11.67. Three of the fourteen teams did not report any statistics on season ticket holders. Of the other eleven, Florida reported the highest number of season ticket holders (4,500) and Mississippi had the lowest number (1,200). The overall average of season ticket holders for the eleven reporting clubs was (M=1,533.43, SD=1,119.99). Average attendance ranged from a high of 6,619 in Florida to a low of 2,850 in Greensboro. The overall average for all fourteen teams was (M=3,893.57, SD=930.66).

Table 4

Descriptive Data and Ranks for 14 ECHL Teams (rank in parentheses).

Team	City size	Win %	Avg .price	Season tickets	Avg. attendance
Augusta	199, 775 (4)	.58 (7)	11 (11)	2500 (2)	3020 (13)
Cincinnati	331, 285 (1)	.55 (10)	12 (9)	0 (12)	3069 (12)
Columbia	116,278 (7)	.62 (3)	14.25 (3)	1750 (6)	4177 (6)
Columbus	186,291 (5)	.39 (13)	13.33 (6)	1865 (5)	4279 (3)
Dayton	166,179 (6)	.66 (1)	10.50 (13)	1300 (10)	4200 (5)
Florida	48,208 (12)	.58 (7)	15 (2)	4500 (1)	6619 (1)
Greensboro	223,891 (3)	.34 (14)	11 (11)	1943 (4)	2850 (14)
Mississippi	50,644 (11)	.62 (3)	12.33 (8)	1200 (11)	3548 (8)
Pee Dee	30,248 (14)	.62 (3)	11.40 (10)	0 (12)	3338 (10)
Pensacola	56,255 (10)	.59 (6)	13.75 (5)	1400 (9)	3808 (7)
Peoria	112,936 (8)	.64 (2)	12.5 (7)	2010 (3)	4685 (2)
Roanoke	94,911 (9)	.57 (9)	14 (4)	1500 (7)	3425 (9)
Toledo	313,619 (2)	.45 (12)	8.5 (14)	0 (12)	4243 (4)
Wheeling	31,419 (13)	.51 (11)	17 (1)	1500 (7)	3249 (11)
Mean	140,138.50	.56	11.67	1533.43	3893.57
SD.	96,739.41	.009	2.62	930.66	1119.99

a) Total Number of Game Day Promotions

Data relating to the total number of games is presented in table 5. The total number of games examined for the 14 teams was 504 (14x36 home games). Of that total, 205 games (40.67%) had an associated special game day promotion and 299 did not (59.33%). The number of promotions managed by each team ranged from a high of 27 (75.0%) of all 36 home games in Augusta, 23 (63.89%) in Columbus, 23 (63.89%) in Peoria; 20(55.55%) in Pensacola and 18 (50.00%) in Florida and Wheeling. A reported low of 6 promotions (16.67%) was found in Greensboro. Toledo and Cincinnati, and 9 (25.00%) of home games were associated with a promotion in Pee Dee and Dayton.

Table 5

Number of Game Day Promotions Managed at 14 ECHL Cities

Team	N	% of home games	% of total (205)
Augusta	27	75.00	13.17
Columbus	23	63.89	11.22
Peoria	23	63.89	11.22
Pensacola	20	55.55	9.76
Florida	18	50.00	8.78
Wheeling	18	50.00	8.78
Mississippi	14	38.89	6.83
Columbia	14	38.89	6.83
Roanoke	12	33.33	5.85
Dayton	9	25.00	4.39
Pee Dee	9	25.00	4.39
Greensboro	6	16.67	2.93
Cincinnati	6	16.67	2.93
Toledo	6	16.67	2.93
Mean	14.64	39.29	7.15
SD	6.37	19.73	3.59

b) Promotion vs. Non-Promotion Dates

A descriptive analysis was conducted for the 14 teams on promotions vs. non-promotions (refer to Table 6). Average attendance over 205 promotional dates for the 14 teams who participated in the study was (M=4318.31, SD=1285.84). There was an increase of (M=754.24, SD=766.62) fans for 205 promotional dates versus 299 games where no promotion was offered. The increase of 754 fans for promotional games was a 21.16% increase over the average attendance for non-promotional dates (M=3564.07, SD=1317.46) for all 14 teams. Only one team (Pee Dee Pride) had a decrease in attendance numbers for their promotional dates as compared to average attendance for their games without a promotion.

The team with the largest attendance increase in games with a promotion as compared to their average non-promotional attendance was the Cincinnati Cyclones who had an increase of 2648.30 fans or a 100.78% for their 6 promotional dates. Four other teams demonstrated large attendance increases in games with a promotion as compared to their average non-promotional attendance and included: the Greensboro Generals (2110.37, 84.47%, 6), Mississippi SeaWolves (1214.05, 39.46%, 14), Wheeling Nailers (653.67, 22.36%, 18), and Columbus Cottonmouths (528.34, 19.69%, 23). The four teams with the lowest increase for promotions versus their non-promotion dates were the aforementioned Pee Dee Pride (185.63, -5.48%, 9), the Florida Everblades (140.67, 2.10%, 18), the Roanoke Express (93.92, 3.20%, 12) and the Pensacola Ice Pilots (181.95, 4.91%, 20).

Table 6

Descriptive Data for Promotion vs.-Non-Promotions for 14 ECHL Teams

Team	Promotion	Non-Promotion	Difference	% Difference	% over Avg.
Augusta	4363.59	3995.56	368.03	9.20	8.60
Cincinnati	5276.17	2627.87	2648.30	100.80	76.02
Columbia	4439.00	4012.00	437.00	9.84	10.46
Columbus	3210.96	2682.62	528.34	19.60	17.49
Dayton	4805.11	4097.44	707.67	17.20	16.56
Florida	6689.67	6549.00	140.67	2.10	2.10
Greensboro	4608.67	2498.30	2110.37	84.40	74.05
Mississippi	4290.64	3076.59	1214.05	39.46	34.22
Pee Dee	3199.67	3385.30	-185.63	-5.48	-5.56
Pensacola	3889.30	3707.75	181.95	4.91	4.78
Peoria	4837.96	4416.69	421.27	9.50	9.00
Roanoke	3163.42	2969.50	93.92	3.20	3.10
Toledo	4700.50	4151.70	548.80	13.22	12.93
Wheeling	3576.67	2923.00	653.67	22.36	20.12
Mean	4318.31	3564.07	754.24	21.16	19.37
SD	1285.84	1317.46	766.62	30.72	24.51

c) Promotions and Days of Week

The variable of day of the week was examined in relation to promotions in an effort to determine if weekend game promotions were more effective than weekday promotions. The game day promotions were segmented into two day of the week categories; Monday-Thursday and Friday-Sunday. A descriptive analysis was administered and the results were documented by a) an attendance increase or decrease for each promotional game as compared to the non-promotional game, b) the percentage increase or decrease, and c) the number of promotions for each day category.

There were four teams (Augusta, Cincinnati, Toledo and Greensboro) who did not run any Monday-Thursday promotions. The average number of promotions offered by the other ten teams was less than two (M=1.93), with a maximum of seven in Columbus and a minimum of one in Pee Dee, Peoria and Dayton. Of ten teams who ran Monday-Thursday promotions, 5 had promotions that were associated with an attendance increase over non-promotional dates and 5 who demonstrated a decrease in attendance. Overall for all 10 teams, the findings indicated that Monday-Thursday promotions were associated with an increase of 437.02 fans (14.47%) for the 31 promotional dates as compared to the 75 non-promotional days (refer to Table 7).

Table 7

Descriptive Data for Promotion vs. Non-Promotions (Mon-Thurs) for

14 ECHL Teams

Team	Promotion	Non-Promotion	Difference	% Difference	N
Augusta	0.00	0.00	0.00	0.00	0.00
Cincinnati	0.00	0.00	0.00	0.00	0.00
Columbia	3669.33	3716.55	-47.22	-1.30	3.00
Columbus	2471.14	2307.60	163.54	7.10	7.00
Dayton	5312.00	2679.40	2364.60	88.20	1.00
Florida	6271.50	6410.33	-138.83	-2.10	2.00
Greensboro	0.00	0.00	0.00	0.00	0.00
Mississippi	3410.00	2600.33	809.67	31.14	2.00
Pee Dee	2626.00	2741.50	-115.50	-4.30	1.00
Pensacola	2610.00	2929.00	-319.00	-10.90	3.00
Peoria	5044.00	3653.25	1391.00	38.10	1.00
Roanoke	2400.80	2278.17	122.63	5.36	5.00
Toledo	0.00	0.00	0.00	0.00	0.00
Wheeling	2651.50	2593.50	58.00	2.20	2.00
Mean	3456.58	3019.56	437.02	14.47	1.93
SD	1419.97	1261.93			

d) Friday-Sunday Promotions

Friday-Sunday promotions were undertaken by all of the 14 teams of interest, and special game day promotions were associated with an increase in attendance for 12 of those teams. Overall for all 14 teams, Friday-Sunday promotions related to an increase of 725.44 fans (19.36%) per game for 174 promotional games versus 224 non-promotional dates (refer to Table 8).

The number of promotions on Friday-Sunday games ranged from a high in Augusta of 27, to a low of six in Cincinnati, Greensboro and Toledo. The average number of Friday-Sunday promotions for the fourteen teams was 16.

The team with the highest percentage increase for Friday-Sunday promotions versus non-promotional weekend dates was Greensboro with an increase of 2031.55 fans or 78.86% for their 6 Friday-Sunday promotional dates). Other teams also demonstrating increases included: Cincinnati (2278.72, 76.02%, 6), Mississippi (1182.23, 36.32%, 12), Wheeling (685.00, 22.70%, 16), Columbus (617.63, 21.17%, 16) and Roanoke (508.18, 15.88%, 7). The teams with a negligible increase or a decrease in attendance for Friday-Sunday promotions versus non-promotional weekend dates included: Pee Dee (-165.42, -4.81%, 8), Pensacola (-59.94, -1.44%, 17), Peoria (72.59, 1.50%, 22), Florida (123.61, 1.90%, 16) and Augusta (197.96, 4.90%, 27).

Table 8

Descriptive Data for Promotion vs. Non-Promotions on Fri-Sun for 14 ECHL Teams

Team	Promotion	Non-Promotion	Difference	% Difference	N
Augusta	4193.52	3995.56	197.96	4.90	27
Cincinnati	5276.17	2997.45	2278.72	76.02	6
Columbia	4648.91	4307.45	341.46	7.93	11
Columbus	3534.63	2917.00	617.63	21.17	16
Dayton	4741.75	4419.73	322.02	7.30	8
Florida	6741.94	6618.33	123.61	1.90	16
Greensboro	4608.67	2576.12	2031.55	78.86	6
Mississippi	4437.42	3255.19	1182.23	36.32	12
PeeDee	3271.38	3436.80	-165.42	-4.81	8
Pensacola	4115.06	4175.00	-59.94	-1.44	17
Peoria	4828.59	4756.00	72.59	1.50	22
Roanoke	3708.14	3199.94	508.18	15.88	7
Toledo	4700.50	4403.83	296.67	6.74	6
Wheeling	3692.31	3017.14	685.00	22.70	16
Mean	4471.83	3746.39	725.44	19.36	16.00
SD	1201.34	1287.60			

e) Number and Type of Promotions

There were 205 game day promotions used in the 2001-02 ECHL season by the 14 teams of interest in this study. These 205 promotions were segmented into five categories (refer to Table 9).

The most popular category utilized as a game day promotion was some type of product giveaway. Seventy-seven of the 205 game day promotions or 37.56% were giveaways. The different type of giveaway items included: pucks, magnetic schedules, bobblehead dolls, caps, jerseys, t-shirts, pennants, posters, cups, hockey sticks and frisbees.

Some type of special event was the second most popular promotion representing 66 or 32.20% of the 205 total. Many different types of events were offered and included: charity drives, raffles, theme nights, auctions and autograph sessions.

The third most utilized game day promotion was some type of group promotion in an attempt to encourage different groups to the games 45/205 (21.95%). Examples of groups that were targeted for these game day promotions include: kids, churches, counties, scouts, realtors, youth hockey teams, youth baseball teams, health care personnel and NASCAR fans. The last two game day promotions used by marketing directors were concerts 12/205 (5.85%) and food 5/205 (2.44%).

Table 9

Mean and (Percentage) for Number and Type of Promotions for 14 ECHL Teams.

Team	Number	Giveaway	Event	Group	Concert	Food
Augusta	27	4(14.81)	12(44.44)	5(18.52)	6(22.22)	0(0.00)
Cincinnati	6	4(66.67)	2(33.33)	0(0.00)	0(0.00)	0(0.00)
Columbia	13	0(0.00)	6(46.15)	4(30.77)	0(0.00)	3(23.08)
Columbus	23	8(34.78)	14(60.87)	1(4.35)	0(0.00)	0(0.00)
Dayton	10	8(80.00)	2(20.00)	0(0.00)	0(0.00)	0(0.00)
Florida	18	7(38.89)	2(11.11)	9(50.00)	0(0.00)	0(0.00)
Greensboro	6	2(33.33)	1(16.67)	1(16.67)	2(33.33)	0(0.00)
Mississippi	14	8(57.14)	3(21.43)	3(21.43)	0(0.00)	0(0.00)
PeeDee	9	1(11.11)	4(44.44)	4(44.44)	0(0.00)	0(0.00)
Pensacola	20	9(45.00)	7(35.00)	2(10.00)	2(10.00)	0(0.00)
Peoria	23	9(39.13)	3(13.04)	9(39.13)	2(8.70)	0(0.00)
Roanoke	12	3(25.00)	2(16.67)	5(41.67)	0(0.00)	2(16.67)
Toledo	6	2(33.33)	3(50.00)	1(16.67)	0(0.00)	0(0.00)
Wheeling	18	12(70.59)	5 (27.78)	1(29.41)	0(0.00)	0(0.00)
Total	205	77(37.56)	66(32.20)	45(21.95)	12(5.85)	5(2.44)

f) Financial Responsibility for Promotions

The financial responsibility for promotions was handled many different ways by the fourteen teams in this study. Three of the fourteen teams (21.43%) did not offer any information regarding the funding for promotions. Of the remaining eleven, six (42.86%) reported that the sponsors funded 100% of the promotions. One team (7.14%) reported funding 100% of the promotions without any outside assistance. The other four teams described varying amount of assistance from sponsors. One team (7.14%) split the promotional funding fifty–fifty, one (7.14%) funded 60% and the sponsors funded 40%. The last two reported very similar figures, with one (7.14%) reporting a 90% contribution from sponsors and 10% from the team and the other (7.14%) reporting an 89/11 sponsor to club split (refer to Table 10).

Table 10
Financial Responsibility for Promotions for 14 ECHL Teams

Sponsor	Club	50/50	Sponsor 90/10	Sponsor 89/11	Club 60/40
6(42.86)	1(7.14)	1(7.14)	1(7.14)	1(7.14)	1(7.14)

g) Target Market for Promotions

The fourteen teams of interest in this study reported a variety of target market for their promotional strategies. Three of the fourteen teams (21.43%) did not offer any information regarding the target market for their promotions. There were four (28.57%) accounts that children, youth or kids were the primary target for their special group promotions. One (7.14%) report indicated that adults were the primary target market, and another (7.14%) targeted those fans with no previous interest in hockey as their preferred target market of interest. The military (7.14%), schools (7.14%), businesses (7.14%) and fans attending more than 5 games (7.14%) were also reported as potential target markets (refer to Table 11).

Table 11
Target Market for Promotions for 14 ECHL Teams

Kids	Adults	Military	Scouts	Businesses	Non-hockey Fans
4(28.57)	1(7.14)	1(7.14)	1(7.14)	1(7.14)	1(7.14)

Fans attending > 5 games	Schools	Did not report
1(7.14)	1(7.14)	3(21.43)

2) Binomial Probability

The most frequently occurring game day promotions were accumulated for the 14 teams of interest in this study. Eight game day promotions utilized by the fourteen teams were identified, based on the criteria that they were offered at least six times during the 2001-02 ECHL season. The number of promotions ranged from a high of 11 for pre and post game concerts to a low of six for canned food drives.

A binomial probability calculation was applied to the most frequently occurring game day promotions among the 14 teams (refer to Table 12). A binomial calculation is utilized to compare observed frequencies of a dichotomous variable, with expected frequencies from the binomial distribution (Norusis, 1993). Binomial probability is based on the number of successes observed in a number of trials, in an effort to approximate the probability of (x) using a relative frequency approach (Ott, Menderhall, & Larson, 1978).

The binomial probability calculation was based on the number of promotions (n), the number of promotions associated with a decrease in attendance (k), and the probability that the promotion would result in an increase or decrease in attendance (.5). The probability is fifty-fifty (.5) that a promotion is related to an increase or decrease in attendance.

The most frequently occurring promotions were evaluated based on number of times offered (n) and number of those promotions associated with a decrease in attendance (k). The most commonly occurring promotions were analyzed to determine the probability that each would relate to an attendance increase. Each promotion was analyzed based on the number of times the promotion was offered ((n)

and the number of times it was associated with a decrease in attendance. The binomial probability calculation was conducted on a Texas Instrument (TI-83) calculator at a probability of (.5).

Based on the binomial probability calculations, three game day promotions were found to be significant predictors of attendance increases over average attendance (refer to Table 12). In the current study, Fan Appreciation night was related to an increase in attendance over average attendance for all eight times that promotion was run in the 2001-02 ECHL season ($F=.0039$, $p<.05$). Puck night was offered on nine occasions and was related to an attendance increase over average on eight of those dates ($F=.0195$, $p<.05$). Scout night was run eight times in the 2001-02 ECHL season and was related to an attendance increase over average on 7 of those occasions ($F=.0352$, $p<.05$).

Other game-day promotions offered at least six times were also associated with attendance increases. These special game day promotions were related to an attendance increase more than 50% of the time they were offered. However, these other game day promotions were not found to be significantly correlated with an attendance increase based on binomial probability calculations. They included: kids day ($F=.5000$, $p>.05$), concerts ($F=.7256$, $p>.05$), shootout ($F=.2266$, $p>.05$), canned food drive ($F=.3438$, $p>.05$) and magnetic schedules ($F=.1719$, $p>.05$).

Table 12

Binomial Probability for Type of Promotion and Attendance

Promotion	# of promotions	Increase over average attendance	p value	Significance at alpha .05
Concerts	11	6	.7256	
Magnetic Schedule	10	7	.1719	
Puck Night	9	8	.0195	*
Fan Appreciation	8	8	.0039	*
Scout night	8	7	.0352	*
Shootout	7	5	.2266	
Kids Day	7	4	.5000	
Canned food drive	6	4	.3438	

3) Analysis of Variance

Differences between groups were analyzed using analysis of variance techniques. An analysis of variance (ANOVA) is used to test the significance of differences between means (Esser & Walker, 1993). Significance was determined at an alpha level of at least .05. Therefore, either a .05 or .01 alpha level was reported. There were two ANOVA tests performed on the data. The first ANOVA tested differences in attendance for a) promotions versus non-promotions, b) number of season ticket holders per team and c) number of promotions per team. The second ANOVA performed on the data tested differences in attendance for a) promotions versus non-promotions b) Monday-Thursday promotional games versus Friday-Sunday promotional games, and c) between each of the fourteen teams of interest.

The first comparison was between three groups and therefore a multiple analysis of variance was utilized. This is used to test differences between two or more independent groups and to determine if the population means are equal (null hypothesis) or if the population means are not equal (alternate hypothesis) (Baumgartner et al., 2002). Alpha levels of at least .05 were established for the analysis of the data.

a) Differences in attendance for promotions versus non-promotions, season ticket holders (SSH) and number of promotions.

The dependent variable attendance was compared for 205 promotional games versus 299 games without a promotion, the number of season ticket holders for each team and the number of promotions offered by the fourteen teams of interest. The

season ticket holders were segmented into two groups (teams with greater than 1500, or teams with 1500 and less season ticket holders). 1500 was randomly chosen to allocate an approximate equal number of teams (N) to each group. Three teams did not report season ticket numbers, therefore five were categorized into 1500 season tickets and less, and six were categorized into more than 1500 season ticket holders. There was a wide variance in the number of promotions utilized by each of the fourteen teams. The number of promotions offered was categorized into two groups: 14 and greater, and less than 13.

A three-way analysis of variance was used to test differences between the three groups. A significant increase in attendance was found for promotional games as compared to non-promotional games $F=20.30$, $p<.01$) (refer to Table 14). The attendance average was ($M=4318.31$, $SD=1285.84$) for the 205 promotional games as compared to ($M=3564.07$, $SD=1317.46$) for the 299 games without a promotion.

A significant difference was also found between the number of season ticket holders per team and attendance $F(1,496)=15.73$, $p <.01$)) (refer to Table 14). The attendance average was ($M=3583.13$, $SD=1088.33$) for the teams with 1500 or less season ticket holders as compared to ($M=4030.70$, $SD=1460.01$) for the teams with more than 1500 season ticket holders (refer to table 12). There was no significant interaction effect for season ticket holders versus promotions $F(1,496)=.422$, $p>.05$).

A significant difference was also found between the number of promotions utilized by the teams and attendance $F(1,496)=6.29$, $p <.05$)) (refer to Table 14). The attendance average was ($M=3468.31$, $SD=1264.86$) for the teams who ran 13 or less promotions as compared to ($M=4172.77$, $SD=1344.09$) the teams who utilized more

than 13 promotions (refer to table 13). There was no significant interaction effect for number of promotions versus promotions $F(1,496)=1.39$, $p>.05$).

There was a significant interaction effect between season ticket holders and number of promotions $F(1,496)=14.68$, $p<.01$). There was a significant difference in attendance for the teams with more than 1500 season ticket holders, when there were a large number of promotions offered. However, no significance was found between the number of promotions offered and attendance for the less the teams with less than 1500 season ticket holders. Therefore, attendance varies based on the number of promotions offered and the number of season ticket holders per team.

Table 13

Means and Standard Deviations for Differences in Attendance for Promotions versus Non-Promotions, Season Ticket Holders (SSH) and Number of Promotions.

SSH	Number	Promotion	Mean	SD	N
1500 & less	0-13	none	3566.65	1235.68	51
		yes	3867.00	1260.70	21
		Total	3654.25	1241.73	72
	13-27	none	3207.55	840.60	56
		yes	3889.13	995.57	52
		Total	3535.72	976.06	108
	Total	none	3378.71	1057.99	107
		yes	3882.77	1069.42	73
		Total	3583.13	1088.33	180

Table 13 (continued).

> 1500	0-13	none	3160.16	1186.79	117
		yes	4307.74	1216.71	27
		Total	3375.33	1270.32	144
	13-27	none	4458.63	1435.22	75
		yes	4623.83	1361.57	105
		Total	4554.99	1391.17	180
	Total	none	3667.38	1434.19	192
		yes	4559.17	1334.91	132
		Total	4030.70	1460.01	324
Total	0-13	none	3283.56	1212.70	168
		yes	4114.92	1242.61	48
		Total	3468.31	1264.86	216
	13-27	none	3923.82	1362.90	131
		yes	4380.49	1296.26	157
		Total	4172.77	1344.09	288
	Total	none	3564.07	1317.46	299
		yes	4318.31	1285.84	205
		Total	3870.86	1355.14	504

Table 14

THREE-WAY FACTORIAL ANOVA- Differences in Attendance for Promotions versus Non-Promotions, Season Ticket Holders (SSH) and Number of Promotions.

	Df	F	p value
SSH	1	15.73**	.000
Number	1	6.29*	.012
Promotion	1	20.30**	.000
SSH * Number	1	14.68**	.000
SSH * Promotion	1	.422	.516
Number * Promotion	1	1.39	.238
SSH * Number* Promotion	1	7.17**	.008
Error	496		

* $p < .05$
** $p < .01$

b) Differences in attendance for promotions versus non-promotions between each of the fourteen teams of interest and the day of the week

A three-way factorial ANOVA was utilized to ascertain differences between the fourteen teams of interest on attendance for promotional games versus non-promotional games and the day of the week of the promotion. (refer to Table 15). A significant difference was found for a comparison between promotions and attendance $F(1,452)=23.41$, $p < .01$). Similarly, a significant difference was found for a comparison between each individual team and attendance $F(13,452)=29.06$, $p < .01$) and day of the week and attendance $F(1,452)=39.09$, $p<.01$). The most noteworthy finding was a significant interaction effect between team and promotion $F(13,452)=4.29$, $p < .01$). The interaction effect can be better explained with the use of graph, plotting the attendance increase for promotional games versus non-promotional games (refer to Figure 1). Two teams (Cincinnati and Greensboro) showed a dramatic increase in attendance for promotional games versus non-promotional games. Other teams demonstrated a marginal increase in attendance and one (Pee Dee) had a decrease in attendance. Therefore, based on the interaction effect, an attendance increase will vary based on the team that offers the promotion.

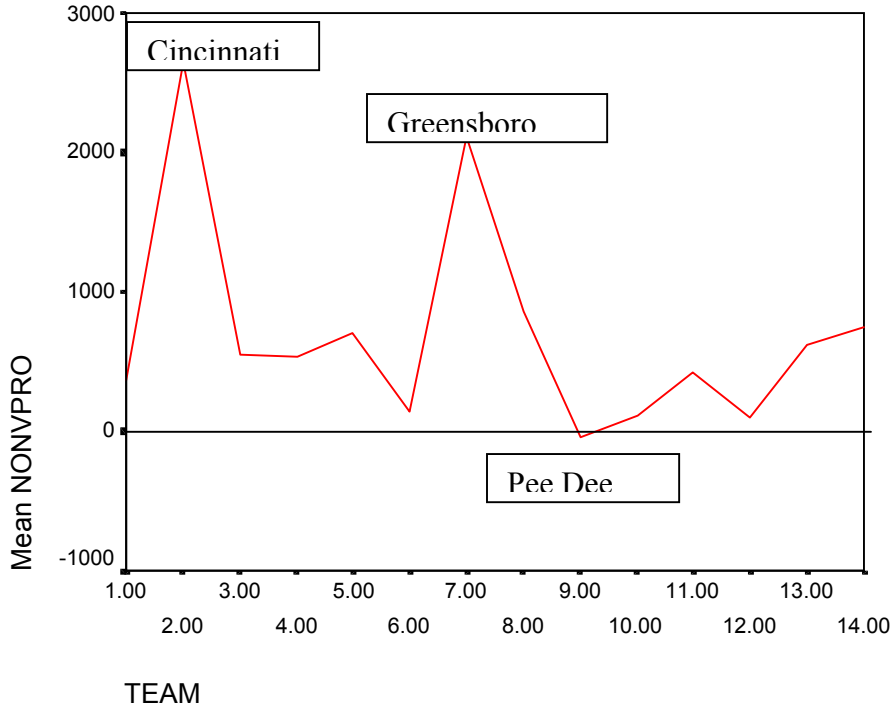
An significant interaction effect was also found for team versus day of the week $F(13,452)=2.18$, $p<.05$). The attendance for each team will vary based on the day of the week of a game. No three-way interaction effect was found between team versus promotion versus day of the week $F(9,452)=1.11$, $p>.05$). For means and standard deviations for this analysis (refer to table 6).

Table 15

THREE-WAY FACTORIAL ANOVA- Differences in Attendance for Promotions vs. non-Promotions between each of the Fourteen Teams of Interest and Day of the Week

	Df	F	p value
Promotion	1	23.41**	.000
Team	13	29.06**	.000
Day of Week	1	39.09**	.000
Promotion * Team	13	4.29**	.000
Promotion * Day of Week	1	.141	.707
Team * Day of Week	13	2.18*	.010
Promotion * Team * Day of Week	9	1.11	.357
Error	452		

* $p < .05$
** $p < .01$



1-Augusta
2-Cincinnati
3-Columbia
4-Columbus
5-Dayton
6-Florida
7- Greensboro
8-Mississippi
9-PeeDee
10-Pensacola
11-Peoria
12-Roanoke
13-Toledo
14-Wheeling

Figure 1

Differences (increases and decreases) in Attendance for Promotions versus Non-Promotions dates for each of the Fourteen Teams of Interest

4) Bivariate Correlation

Significant correlations were found between attendance and the other factors of interest in the study. Attendance was positively correlated with season ticket holders (.464, p< .01), weekend games (.276, p< .01), promotions (.271, p< .01), winning percentage, (.261, p< .01) and giveaway tickets (.178, p< .01). Attendance was negatively correlated with average ticket price (.424, p< .01) and city size (.144, p< .01)(refer to Table 16).

Promotions were found to be significantly correlated with all of the other factors of interest except winning percentage and average ticket price. Promotions were positively correlated with season ticket holders (.240, p< .01), giveaway tickets (.169, p< .01) and attendance (.271, p< .01). Promotions were negatively correlated with city size (.130, p< .01).

Other significant correlations of interest were all inverse relationships and included city size with: winning percentage (-515, p< .01), season ticket holders (.-353, p< .01), average ticket price (.-135, p< .01), promotions (.-130, p< .01).and giveaway tickets (.-103, p< .01). Season ticket holders were found to be inversely correlated with ticket price (-.423, p<.01).

Table 16

Correlations between Attendance and: Day of the Week, City Size, Winning Percentage, Giveaway Tickets, Ticket Price, Season Ticket Holders and Promotions.

	ATTDCE	DAYOFWK	CITYSIZE	WINPCTG	GIVETICK	TICKPRIC	SSNTCKT	PROMOTION
Pearson Correlation								
ATTDCE	1.000	.276*	-.144*	.261*	.178*	-4.240*	.464*	.271*
DAYOFWK	.276*	1.000	.007	.025	.019	-.032	-.033	.116
CITYSIZE	-.144*	.007	1.000	-.515*	-.103*	-.135*	-.353*	-.130*
WINPCTG	.261*	.025	-.515*	1.000	.026	.045	.017	.061
GIVETICK	.178*	.019	-.103*	.026	1.000	-.077	.470*	.169*
TICKPRIC	-.424*	-.032	-.135*	.045	-.077	1.000	-.423*	.061
SSNTCKT	.464*	-.033	-.353*	.017	.470*	-.423*	1.000	.240*
PROMOTION	.271*	.116*	-.13*0	.061	.169*	.061	.240*	1.000
Sig. (1-tailed) ATTDCE	.	.000	.001	.000	.000	.000	.000	.000
DAYOFWK	.000	.	.440	.286	.339	.239	.231	.005
CITYSIZE	.001	.440	.	.000	.011	.001	.000	.002
WINPCTG	.000	.286	.000	.	.280	.157	.350	.087
GIVETICK	.000	.339	.011	.280	.	.042	.000	.000
TICKPRIC	.000	.239	.001	.157	.042	.	.000	.086
SSNTCKT	.000	.231	.000	.350	.000	.000	.	.000
PROMOTION	.000	.005	.002	.087	.000	.086	.000	.

N=504

* p < 01

5) Stepwise Multiple Regression

A step-wise multiple regression was applied to the data to ascertain the percent of variance attributable to the factors of interest in the current study. Multiple regression methods are utilized to predict the dependent variable by using information gathered on the contribution of one or more independent variables (Ott, et al., 1978). The dependent variable is attendance and the independent variables contributing to the predicting attendance are the six factors of city size, day of the week, winning percentage, ticket price, season ticket holders, giveaway tickets and the game-day promotions.

These six factors were found to be significant predictors (70.70, $p<.05$) of the dependent variable (attendance). None of the other factors were found to be a significant predictor at the .05 alpha level. The "Scout Night" promotions were found to be significant at higher alpha level (1.667, $p<.10$). In stepwise multiple regression each predictor is entered one step at a time to determine the percent variance attributed to each individual factor. The program will determine the factor that has the highest correlation with the dependent variable and enter that factor first. The other factors are subsequently entered based on how highly they correlate with the dependent variable. The factor of season ticket holder accounted for 21.5% of the variance followed by day of the week (8.5%), winning percentage (6.0%) ticket price (6.4%) promotion (2.7%) and city size (.9%). The six factors of season ticket holders, day of the week, winning percentage, ticket price, promotion and city size added together were found to contribute 46.0% of the variance in predicting attendance (refer to Table 17).

Table 17

Stepwise Multiple Regression Analysis for Predictor Variables and Attendance.

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.464-	.215	.214	1201.62
2	.548-	.300	.297	1135.98
3	.600-	.361	.357	1086.86
4	.651-	.424	.420	1032.41
5	.672-	.452	.446	1008.57
6	.679-	.460	.454	1001.37

Model	R Square Change	F Change	df1	df2	Sig.F Change
1	.215	137.74	1	502	.000
2	.085	60.69	1	501	.000
3	.060 .	47.31	1	500	.000
4	.064	55.13	1	499	.000
5	.027	24.87	1	498	.000
6	.009	8.19	1	497	.000

Models

1 Season Ticket Holder
2 Season Ticket Holders, Day of Week
3 Season Ticket Holders, Day of Week, Winning Percentage
4 Season Ticket Holders, Day of Week, Winning Percentage, Ticket Price
5 Season Ticket Holders, Day of Week, Winning Percentage, Ticket Price, Promotion
6 Season Ticket Holders, Day of Week, Winning Percentage, Ticket Price, Promotion, City Size

Discussion

The research problem of interest was the effect of game day promotions in increasing game attendance. The objective was to compare and examine various factors, which may influence spectator attendance in the East Coast Hockey League for the (2001-02) hockey season. Included in the study was an attempt to ascertain the factors related to attendance, the most popular promotions, the financial backing of promotions and the most common target groups. There are many factors that account for an individual's decision to go to game and subsequent attendance totals. Some of these factors of interest in this study included: home team winning percentage, city population, day of the week of game, ticket price, season ticket holders and special promotions.

Specifically, the effects of various special game day promotions were found to be correlated positively with attendance. The discussion of the analysis of data verifies this finding and is presented by research question. Explanations of the findings, speculation of why the results came about and consistency with other findings was addressed.

Research Question # 1

What factors under investigation are correlated with a person's decision to attend the game?

The factors of season ticket holders, day of the week, winning percentage, ticket price, city size and promotions were all found to be correlated with attendance. This is similar to findings in the past on current winning percentage

(Branvold et al., 1997; DeShriver, 1999; Hansen & Gauthier, 1989; Jones, 1984;Wells, et. al., 2000), market size (Baade & Tiehen, 1990; Boyd & Krehbiel, 1999; Branvold et al., 1997), ticket price (Boyd & Krehbiel, 1999; DeShriver, 1999; Grant & Bashaw, 1995; Jones, 1984; Wells et al., 2000), day of week (Jones, 1984; Marcum & Greenstein, 1985), weekend games (Hansen & Gauthier, 1989; Kanters & Wade, 1994) and promotions (Baade & Tiehen, 1990; Boyd & Krehbiel, 1999; Branvold & Bowers, 1992; Hitchcock, 1997; Marcum & Greenstein, 1985; McDonald & Rascher, 2000; Shannon & Turley, 1997; Siegfried & Eisenberg, 1980).

The six factors of season ticket holders, day of the week, winning percentage, ticket price, city size and promotions were found to be significant predictors for the dependent variable of attendance. These six factors combined accounted for 46.0% of the variance attributed to attendance. In hindsight, based on previous research, these are the predominate factors to hold constant when an attempt is made to determine other factors which may be involved in an individual's decision to attend a game.

Research Question # 2

How do game day promotions relate to an attendance increase or decrease?

Overall, game day promotions were found to relate to a 20.06% increase over average attendance. It was also determined that there was a 21.16% increase in attendance in games where a promotion was offered over games where no promotion

was existent. Only one team did not have an overall attendance increase for game day promotions. However the decrease in attendance for that team was very minimal (-5.48%). This result is concurrent with the expectations of promotions. Promotions have been found to be attendance generators and a positive influence on fan interest (Siegfried & Eisenberg, 1980). Therefore the findings in the current study would support that finding.

The results of the current study are also comparative with the findings in other studies on promotions and attendance. Promotions were found to be a contributing factor in relation to an attendance increase in many other studies (Baade & Tiehen, 1990; Boyd & Krehbiel, 1999; Marcum & Greenstein, 1985; (McDonald & Rascher, 2000; Shannon & Turley, 1997; Siegfried & Eisenberg, 1980).

Specifically in a similar previous study, promotions were found to have an observable 14% impact on attendance (McDonald & Rascher, 2000). The similar increase of 20% percent in the current study is in concordance with that result. The slightly higher percentage increase in the current study could be attributed to minor league hockey fans versus major league baseball fans sampled in McDonald and Rascher's study. It could also be a result of the lower attendance figures in minor league hockey as compared to major league baseball. Based on smaller crowds in minor league hockey, a smaller number of additional fans would be required to demonstrate an attendance increase.

However, Boyd and Krehbiel (1999) caution that the effect of promotional factors is always going to be confounded by other "draws" to a game. It is imperative to note that these increases are correlational and may indeed be due to the special game

day promotion. However, they could also be a result of a myriad of other reasons that fans use to determine their presence at a particular game.

Research Question #3

What are the most effective game promotions based on the analysis of data?

Based on significant binomial probability calculations, the most effective promotions were fan appreciation night, puck night and scout night. Every one of the fan appreciation night promotions was associated with an increase in attendance. All but one of the puck night promotions, and all but one of the scout night promotions were found to be related to an increase in attendance.

Branvold and Bowers (1992) found that the give away of batting helmets, t-shirts, baseball cards, posters and seat cushions were the most successful in the "free stuff" or giveaway category. "Photo day", "Baseball clinic day", "Hot dog/apple pie day" and the targeting of fraternities and sororities were successful non-giveaway promotions. Equating the current study to Branvold and Bowers, the most successful "free stuff" promotion was "Puck night", the most successful event was "Fan appreciation night" and the most successful target groups were the boy and girl scouts.

The difference in findings can be linked to the study of two different sports and the level of play. Branvold and Bowers (1992) investigated promotions at baseball games at the college level, whereas, the current study examined promotions in relation to hockey at the minor league level. The year of the study could also be a

factor in the popularity of certain promotions. What is a massive draw in the early 1990's may not hold the same interest in the early 2000's.

Research Question # 4

Do more promotions mean more or is there a saturation effect fans?

There were a total of 205 special game day promotions amongst the 14 teams of interest for an average of (14.64) per team. The range of promotions offered per team varied from a high of 27 in Augusta to a low of 6 in Cincinnati, Greensboro and Toledo. The results are similar to previous findings (Branvold & Bowers, 1992) of an average of 14.2 promotions per team with a range varying from a high of 30 to a low of 3. These findings were very similar and could denote that teams adhere to a specific number of games per season for promotions. This adherence would maintain fan interest in promotions by not offering too many promotions or too few.

In another study (McDonald & Rascher, 2000) the average number of promotions per team was 26 over a much longer MLB season. This worked out to 32% of all home games for each MLB team. Similarly, the 14.14 promotions per team in the current study works out to 39.28% of all home games. The teams in the current study were minor league hockey teams. In the minor leagues, teams cannot rely on star players, rivalries and marquee visiting teams to the same extent as MLB and the other professional leagues. In the current study, the presence of a greater average percentage of promotions per team could indicate the reliance on other factors in the minor leagues to entice fans. This is consistent with the finding that differences in attendance can be accredited mainly to the creative use of promotions (Rudolph, 1988).

McDonald and Rascher (2000) also found a saturation effect for number of promotions and demand. As the number of promotions increased, the demand per game or attendance was less affected by the promotion. However, the total net gain over the length of the season was larger for teams with many promotions as compared to those with fewer promotions.

In the current study, a significance difference was found between number of promotions and attendance. There was a significant increase in attendance for the teams that offered a larger number of promotions as compared to the teams that did not utilize as many promotions. Therefore overall, no saturation effect was found for teams that ran a large number of promotions as compared to those that ran only a few. The opposite finding was that utilizing a large number of promotions was an effective strategy in attempting to draw fans to the arena.

Research Question # 5

Can the game day promotions be categorized into giveaways, food, activities, entertainment, drawing and contests, target groups and theme nights?

Game day promotions were examined and broken down into five categories.

1) The most popular category was **giveaways**, which accounted for more than 37% of the total number of promotions. Examples of this strategy included, pucks, t-shirts, hockey sticks, caps, cups and posters.
2) The second most popular strategy for promotions was **special events**, which accounted for a little over 28% of the total number of

promotions. Events included theme nights, charity drives, autograph sessions, raffles and auctions.

3) The third category established was a type of **target group** promotion. Over 20% of the special game day promotions were targeted to some type of group. Examples included, scouts, kids, healthcare professionals, NASCAR fans and youth sport teams.

4) Category four was concerts accounting for over 7% of total promotions. Music concerts before or after the game were a popular method to attract fans. This may have been an attempt to bring in new fans who may not have an understanding of hockey.

5) The last category was **food**, which accounted for less than 3% of the total for special game day promotions offered. This was a surprisingly under utilized promotion. Facilities rely on concessions for a large percentage of revenues in the minor leagues, so a food promotion may be viewed as a hindrance to those revenues.

These five categories were similar to Branvold and Bowers (1992) who broke the promotions down into six categories:

1) giveaways
2) activities
3) special target groups
4) special themes
5) food/concessions.
6) drawings and contests

Giveaways, target groups and food were the same in the current study as compared to Branvold and Bowers (1992). Activities could be equated to events in the current study and special themes also fell under the event category. Concerts were established as a separate category in the current study and there were no reports of drawings and contests in any of the promotions for the fourteen teams of interest.

Giveaways are a common promotion because of the popularity with the fans and because of the financial outlay. People love to get things for free and are motivated to go to an event for that reason. Giveaways are also financially viable for a team because of associations with sponsors. Those sponsors usually pay for the item that is offered as a giveaway in return for advertising. Advertising can be on the item, in conjunction with the game or in the arena. Therefore, the giveaway is a marketing tool that has positive results for both the company (team) and the consumer (fan). However, McDonald and Rascher (2000) caution that the quality of a giveaway is crucial to the success of the promotion. In the current study, the giveaway of pucks was a successful promotion and thus an item that mat be perceived as a quality item.

Events were the second most popular promotional tool. They are also positive for the marketer based on the minimal financial outlay that is necessary for implementation. Raffles, auctions, charity drives and autograph sessions draw fans to the arena with little or no financial expenditures for the team. Target group marketing also falls into the low expense category. People feel honored to be recognized as a group and are motivated to go to the arena on “realtor night” or “healthcare workers night”. The only cost to the team is the advertising campaign used to create awareness for those groups to the date they will be honored.

Research Question # 6

Does the day of the week have an effect on the successfulness (based on attendance) of the promotion?

Day of the week was categorized into weekday (Monday-Thursday) versus weekend (Friday-Sunday) for promotions. All fourteen teams offered at least five different promotions on various dates during the weekend. However, only ten of the fourteen teams offered promotions on various dates for Monday-Thursday games and only four teams offered three or more promotions on those days. Therefore, there were significantly fewer promotions offered on weekday games (31, 15.12%) than for weekend games (174, 84.88%). These findings are similar to those of Boyd and Krehbiel (1999) who found that 68.6% of promotions were offered on weekends. They also found no significant differences in attendance for weekday versus weekend games. However, in the current study a significant difference in attendance was found for weekend games versus weekday games ($F=39.09$, $p<.01$).

The attendance for promotional games versus non-promotional games on weekdays was increased by an average of 14.47% for the ten teams that ran promotions. On weekend games for all fourteen who ran promotions, the attendance increase was 19.36%. There was a significant difference in attendance for promotional games on weekends as compared to promotional games ran on weekdays. In a previous study, weekend games were found as a residual preference in a decision to attend a game (Hansen & Gauthier, 1989).

For the marketer, these numbers do have meaning. Five of the cities had attendance decreases for promotional games versus non-promotional games on

weekday games. Of the other five, only two demonstrated substantial attendance increases for promotions during the week. Therefore, based on these findings, the weekday promotion is not a successful marketing tool in increasing attendance for the majority of teams of interest.

The weekend promotions had a more positive relationship with an attendance increase as compared to weekday promotions. Seven (50%) of the teams had at least a 12% increase in attendance for the promotional games versus non-promotional games. Only two teams demonstrated a decrease in attendance for their weekend promotions. The 19.36% average increase for all fourteen teams translated to another 725 fans entering the arena for each one of those promotional weekend nights.

Research Question # 7

Who is responsibility for financing the different game day promotions?

Eleven of the fourteen teams reported on the financial responsibility for the promotions. Of those eleven, six or over half, suggested that the sponsor funded 100% of the promotions offered. The other team's reports varied from 100% financial responsibility for the team, to a 50/50 split, to a 90/10 financial responsibility for the sponsor. Branvold and Bowers (1992) found that overall, sponsors carried the financial burden for promotions through their sponsorship support. The results of the current study assist in validating those findings.

Commonly promotions are tied to sponsor products in a cooperative effort to promote the product and the team. The results of the current study would confirm that statement as only one team was found to finance 100% of their promotions. Most

teams had a significant contribution from the sponsor or split the financial burden of the promotion.

Research Question # 8

Are there any groups that are targeted in the marketing strategy more so than any other groups?

Eleven of the fourteen teams reported on the prospective target market for their promotions. Of those eleven, the reports varied dramatically. Five teams, or almost 50% suggested that children, kids or youth were the target of their promotions. Three teams reported that adults were the target market for their promotions. Other groups mentioned were church groups, military personnel, and non-hockey fans.

Branvold and Bowers (1992) addressed target groups in their study and found that senior citizens, students, community groups, children, little leagues, faculty, alumni and families were the preferred target audiences. The similarity with the current study is children as a target group. Children as a target group encompasses families as well, as it is assumed that the parents will bring the children to the games. The factors of students, faculty and alumni in the Branvold and Bowers study reflect the college setting that was the environment for the study. Groups such as Nascar fans and non-hockey fans could be a result of the geographical region of interest in the current study.

Research Question # 9

Is there a difference between teams in game day promotional effectiveness?

The fourteen teams varied greatly in the attendance differences between promotional dates and non-promotional games. The Cincinnati Cyclones demonstrated over a 100% average attendance increase for their six promotional games versus the average for their thirty non-promotional games. Similarly, the Greensboro Generals demonstrated over an 84% average attendance increase for their six promotional games versus the average for their thirty non-promotional games. In addition to these two teams, six others had an average attendance increase of at least 12% and two demonstrated at least an eight percent increase for their promotional games versus the average for their non-promotional games.

However, there were also teams that were less successful in increasing attendance for the promotional dates. Three of the remaining four teams demonstrated only a two-three percent increase and one team showed a decrease of a little over five percent for their promotional games versus the average for their non-promotional games. The one team that demonstrated a decrease had only 185 less fans for their nine promotional games versus the average for their twenty-seven non-promotional games. The team with the lowest increase in attendance for promotional games versus non-promotional games, also had the highest average attendance (6,619) in the league which was over 92% of the seating capacity (7,181). In this market, promotions did not seem to be as necessary to increase attendance.

CHAPTER IV
CONCLUSIONS, IMPLEMENTATION AND RECOMMENDATIONS

The research problem of interest was the effect of game day promotions in increasing game attendance. Included in the study was an attempt to ascertain the factors related to attendance, the most popular promotions, the financial backing of promotions and the most common target groups. There are many factors that account for an individual's decision to go to game and subsequent attendance totals. Some of these factors of interest in this study include: home team winning percentage, city population, day of the week of game, ticket price, season ticket holders and special promotions.

Fourteen of twenty-nine teams contacted for the study replied to the survey. One team had folded at the end of the 2001-2002 season. A completed survey instrument consisted of answers relating to types of promotions, promotional dates, attendance for those promotions, average attendance, season ticket holders, target markets, giveaway tickets, financial responsibility for promotions and average ticket price. The data for the study was collected during June, July and August of 2002.

The data was analyzed using four statistical techniques. Descriptive techniques such as means, standard deviations and percentages were used to summarize and condense the information collected in an effort to give the data meaning. Analysis of variance techniques were used to examine differences between

groups of interest. Some of those groups included differences in attendance for: promotional versus non-promotional games, weekday versus weekend promotions and between the fourteen teams of interest. Binomial probability was used to determine the promotions that were most successful based on the most frequently used promotions and subsequent attendance increases. The last technique utilized was linear regression to the factors that could significantly predict reasons for attending a game. The Statistical Package for the Social Sciences (SPSS) was used for all statistical analysis except the binomial probability. Binomial probability was calculated on a Texas Instrument (TI-83) calculator.

In the following section, the conclusions, implementation of strategies and implications for sport managers based on the research, and suggestions and future recommendations are presented. The conclusions are presented by research question.

Conclusions

Research Question # 1

What factors under investigation are correlated with a person's decision to attend the game?

The factors of city size, ticket price, day of week, winning percentage, season ticket holders and promotions were all found to be significantly correlated with attendance. The highest positive correlation was found for season ticket holders and attendance. A strong negative correlation was found for ticket price and attendance; the lower the ticket price, the higher attendance.

Research Question # 2

How do game day promotions relate to an attendance increase or decrease?

Overall in the fourteen markets of interest, game day promotions were positively related to an attendance increase. All but one team demonstrated an increase in attendance for their promotional games versus their non-promotional games. Game-day promotions were found to be associated with an attendance increase in thirteen of the markets.

Research Question # 3

What are the most effective game promotions based on the analysis of data?

Specific game day promotions that were offered by at least six teams and determined to be most effective include: puck night, scout night and fan appreciation night. Fan Appreciation night was related to attendance increases every time it was offered in the 2001-2002 season for the fourteen teams of interest. Puck night and Scout night were related to an attendance increase for all but one of the times they were offered.

Research Question # 4

Do more promotions mean more fans (Boyd & Krehbiel, 1999) or is there a saturation effect?

The number of promotions was related to an increase in fans. Specifically, the teams that offered many promotions revealed significantly higher attendance numbers, as opposed to those that offered only a few promotions. Therefore, an

increased number of promotions were not related to a saturation effect or decrease in attendance. In contrast, more promotions offered related to an increase in attendance.

Research Question # 5

Can the game day promotions be categorized into giveaways, food, activities, entertainment, drawing and contests, target groups and theme nights?

The 205 promotions offered by the fourteen ECHL teams were segmented and categories of promotions were established. The different promotions could be sub-divided into five main categories: giveaways, events, concerts, target groups and food. The only categorization that was not present based on a previous study (Branvold & Bowers, 1992) was drawing and contests.

Research Question # 6

Does the day of the week have an effete on the successfulness (based on attendance) of the promotion?

There were significantly more promotions run on weekends (Friday-Sunday) as compared to weekdays (Monday-Thursday). A significant difference was found for promotional weekend games versus weeknight games with a promotion. Increased attendance is of interest to sport marketer, because each extra fan is related to increased revenue.

Research Question # 7

Who is responsibility for financing the different game day promotions?

The majority of the fourteen teams relied on the sponsors to provide funding for 100% of the special game day promotions. Other teams had supportive arrangements with the sponsors for financing game day promotions. Only one club funded 100% of their own promotions.

Research Question # 8

Are there any groups that are targeted in the marketing strategy more so than any other groups?

Although children were the most common group targeted; the marketing directors identified a variety of groups to target for their promotions. The groups targeted included: adults, church groups, scouts, military personnel, non-hockey fans and businesses in the area.

Research Question # 9

Is there a difference between teams in game day promotional effectiveness?

The fourteen teams varied greatly in the effectiveness of their promotions in increasing attendance. The majority of teams demonstrated an increase in attendance for games associated with promotions. However, there were also a few teams that found no significant differences in attendance for games with promotions as compared to those games without promotions.

Implications

The sport marketer is always striving to find creative new ideas and methods in an effort to increase attendance at his/her facility. The current study investigated some of these methods and drew conclusions as to their effectiveness. Based on these findings and conclusions many strategies can be planned, developed and implemented into the facility marketing plan.

1 Special game day promotions have been found to be related to an attendance increase and therefore the prudent marketing director would be wise to include these promotions in their marketing plan. Promotions can be planned throughout the year to generate interest and increase motivation to attend a game.

2 No evidence was found for a saturation effect based on the number of promotions utilized, therefore a large number of promotions can be offered without the risk of losing fan interest. Fans do not seem to be effected by an overabundance or promotions. The sport-marketing director can offer many creative game day promotions throughout the season and continue to generate fan interest.

3 There were much fewer promotions offered on weekdays in comparison to weekend games. Attendance was also found to be lower on the weekday games as compared to the weekend. This insight could open the door for a creative marketer who wants to attempt to break the weekend trend. A creative on-going promotion such as “Wild Wednesdays” or “Thirsty

Thursdays" could ignite a tendency toward attendance on these weekday games

4 Target groups are a cost efficient marketing strategy that can be effective in enticing large groups to the arena. The sports marketer can use a target group promotion in an attempt to have large groups in the community identify with the product (minor league hockey). Highly identified fans are more likely to have a strong attachment to a team (Sutton et al., 1997). Creating that identity through target group promotions could prove to be a critical element in the sport-marketing plan.

5 The marketing director should make arrangements with sponsors to finance game day promotions. Creating partnerships with sponsors can be beneficial for both parties. The teams will have reduced expenses for the promotion and the sponsors will have increased exposure for their product.

6 Fan appreciation night is a promotion that should not be neglected by the marketing director. Fan appreciation is an opportunity to demonstrate that the team cares about its fans. It was related to an attendance increase in all markets that utilized it for the 2001-2002 ECHL season.

Future Recommendations

1 An attempt should be made to analyze special game day promotions in the minor leagues of baseball and hockey. The study would assist in determining the most successful and least successful promotions across two distinctly different sports.

2 Pre-notification methods should be employed to increase the rate of response for a study of this kind. Kent and Turner (2002) found that pre-notification was effective in increasing the percentage of respondents to a survey. Therefore, future studies should employ a pre-notification letter or e-mail prior to sending a survey.

3 Data could be gathered from the spectators at the games to coincide with the data collected from the marketing directors. The data could be gathered by survey in an effort to ascertain the reasons the fans came to the game and determine if the promotion was the primary determining factor.

4 It would be of interest to have one promotion that was used by every team in the league. The league could work with a major sponsor to offer the promotion in all of the league cities. A comparison could then be made among the teams as to the effectiveness of that promotion across the league.

5 Future research could examine the cost of creating a special game day promotion. The specific cost of the promotion could be correlated to the subsequent increase or decrease in attendance. Does a promotion that costs more to produce result in a greater increase in attendance than a promotion that is much more cost effective?

6 Relationships should be established with marketing directors prior to the start of a season rather than after the season is over. Many teams do not keep accurate records of their promotions and therefore once the promotion is over little evidence remains as to its effectiveness. Contacting marketing personnel prior to a season would make the staff more aware of the

importance of recording their promotional activities and having that information on file for future utilization.

7 Analysis of special game day promotions should be studied longitudinally to examine trends in the market. Items that create a sensation such as “bobbleheads” could be examined over a five to ten year period to examine its effectiveness over time. It was also assist in identifying popular promotions that have not been utilized for the current market.

APPENDIX A

Questionnaire

For: Marketing Directors and/or Professional Promotions Personnel:

1. Did you use game day promotions (e.g., Bobblehead night, puck night, San Diego Chicken, pre-game concert, etc.) in the 2001-02 season and if so please continue

Yes_____ No_____

2. Please list for 2001-2002 season
    a) the number and type of game day promotions used (is this information on your schedule?, please send me a copy if it is)
    b) the date, time and attendance for each one of those promotional games (this may also be on the schedule or pencil it in on a schedule, please send)
    c) game attendance for all home games (can you direct me to a database or website)
    d) the number of season ticket holders _____
    e) how many promo(give-away) tickets did you average per game?_____
3. What do you consider to be the most successful game day promotions last season?

a)_____

b)_____

c)_____

4. What percentage of game day promotions did the club

   finance?_____% Sponsors?_____%

   Other?_____%

5. Do you target any specific markets for your game day promotions?

a)_____

b)_____

c)_____

This form can be completed and sent back by attachment on e-mail or sent back by regular mail. You can also send your 2001-2002 schedule by either method.

Thank you very much for your cooperation

APPENDIX B

Letter to Marketing Directors for all ECHL Teams

To whom it may concern:

I am conducting a study on the effect of special game day promotions on attendance in the ECHL. I would appreciate the help of your Marketing Director or other person in your organization who is responsible for promotional events. The survey enclosed was designed to take up very little of your time. Some of the questions can be answered by sending your 2001-2002 schedule with promotional dates listed or directing me to a site where I can locate some of the information. There are a maximum of five questions that are required for you to complete. The completed surveys will be compiled and all results will be statistically calculated, analyzed, discussed and documented in a consulting report. Those reports will be sent back to the marketing personnel who choose to assist by completing the survey.

I will benefit from your assistance, as it will supply me with data to analyze for my doctoral dissertation. You will benefit by having a reference guide on effective factors in increasing attendance for your ECHL market. This resource will also offer a myriad of ideas for future game day promotions. Essentially, it is a free consulting report from one of the best sport management schools in the US. I believe that we will mutually gain from a cooperative effort on this project.

I look forward to working with you on this study. The survey is enclosed. Thank you again for your assistance.

Sincerely

Brian Pruegger

Florida State University

850-576-2829 (home)

850-201-8941(voicemail)

APPENDIX C

Raw Data Collected for Augusta Lynx

1) Augusta Lynx	Promotion Description	Attendance	Day of Week
Promotion	Lee Greenwood Concert	6104	10/12 Friday
Promotion	Youth Jersey	6317	10/13 Saturday
Promotion	CSRA Fundraising	6604	10/16 Tuesday
Promotion	Drifters In Concert	3812	10/19 Friday
Promotion	Fun Run	4327	10/20 Saturday
Promotion	Border Cup	5811	11/10 Saturday
Promotion	Family 4 Pack	3617	11/11 Sunday
Promotion	Wrigley Field Mature Game	6238	11/20 Tuesday
Promotion	Teddy Beer Toss	4313	11/23 Friday
Promotion	Family 4 Pack	3011	11/25 Sunday
Promotion	Mites Hockey	3811	12/07 Friday
Promotion	Canned Food Drive	3602	12/08 Saturday
Promotion	Toys for Tots	3504	12/14 Friday
Promotion	Shoot the Bomb	3421	12/16 Sunday
Promotion	Whoopee Cushion	3710	12/23 Sunday
Promotion	Post Game Concert	4004	12/28 Friday
Promotion	Mites Hockey	4138	1/11 Friday
Promotion	Photo-Album Giveaway	4158	1/12 Saturday
Promotion	Nascar Weekend	3957	1/18 Friday
Promotion	Charity Event	4007	2/14 Thursday
Promotion	Post game Concert	4617	2/23 Saturday
Promotion	Post game Concert	3391	2/24 Sunday
Promotion	Post Game Concert	4748	3/08 Friday
Promotion	Family 4 Pack	3240	3/10 Sunday
Promotion	Auction	4436	3/22 Friday
Promotion	Peach Cup Bank	4517	3/26 Tuesday
Promotion	Youth Baseball Night/Auction	4118	3/30 Saturday
Promotion	Fan Appreciation	4708	3/31 Sunday
City Size	199,775 (4)		
Winning Percentage	36-26-10 (158)		
Most Successful	Lee Greenwood Concert	Karate Competition	Wiener dogs
Giveaway Tickets	150		

Mostly Financed by	N/A		
Ticket Price	13,12,10,8 (11)		
Target Market(s)	Schools	Clubs	Churches
Season Ticket Holders	2500		
Average Attendance	4,279		

APPENDIX D

Raw Data Collected for Cincinnati Cyclones

2) Cincinnati Cyclones		Attendance	Day of Week
Promotion	Magnetic Schedules	5738	10/20 Saturday
Promotion	Pucks	5073	11/3 Saturday
Promotion	Bobble Heads	5367	12/8 Saturday
Promotion	Bikini Night	5671	12/28 Friday
Promotion	Youth T-Shirts	5241	1/5 Saturday
Promotion	Turn Back the Clock Night	5167	2/16 Saturday
City Size	331,285 (1)		
County Size	845,303		
Winning Percentage	36-30-6 (.55)		
Most Successful	Nascar, Jersey		
Giveaway Tickets	4		
Most Financed by	Club 100%		
Ticket Price	15, 9 (12)		
Target Market(s)			
Season Ticket Holders	N/A		
Average Attendance	3069		

APPENDIX E

Raw Data Collected for Columbia Inferno

3) Columbia Inferno	Promotion Description	Attendance	Day of Week
Promotion	Lore Chevy Shout-out	4982	2/01 Friday
Promotion	Chick-fil-a Night	5064	2/02 Saturday
Promotion	Lore Chevy Shout-out	4714	2/08 Friday
Promotion	Scout Night	5428	2/15 Friday
Promotion	Lore Chevy Shout-out	3669	2/27 Wednesday
Promotion	WCOS Night	5181	3/01 Friday
Promotion	Lore Chevy Shout-out	4011	3/03 Sunday
Promotion	Lore Chevy Shout-out	3282	3/10 Sat
Promotion	Thirsty Thursday	3408	3/14 Thursday
Promotion	Alumni Association Night	4311	3/15 Friday
Promotion	WCOS Night	4671	3/22 Friday
Promotion	Lore Chevy Shout-out	4802	3/23 Saturday
Promotion	Thirsty Thursday	3931	3/28 Thursday
Promotion	Lore Chevy Shout-out	4689	3/29 Friday
City Size	116,278 (7)		
Winning Percentage	36-22-14 (.62)		
Most Successful	Christian Night	Thirsty Thursday	
Giveaway Tickets	100		
Mostly Financed by	Sponsors		
Ticket Price	18,15,13,11 (14.25)		
Target Market(s)	Adults	Children	
Season Ticket Holders	1750		
Average Attendance	4177		

APPENDIX F

Raw Data for Collected Columbus Cottonmouths

4) Columbus Cottonmouths	Promotion Description	Attendance	Day of Week
Promotion	Magnetic Schedules	4521	Friday
Promotion	American Flag Bandana	2598	Friday
Promotion	Shakers	2577	Saturday
Promotion - multiple	Canned Food Drive	3304	Friday
Promotion - multiple	Canned Food Drive	2562	Thursday
Promotion - multiple	Canned Food Drive	2473	Thursday
Promotion	ATV Ticket for a key	3122	Friday
Promotion - multiple	Teddy Bear Toss	3168	Saturday
Promotion	ATV Giveaway	2586	Thursday
Promotion	Umbrella Night	3146	Friday
Promotion	Puck Night	3963	Friday
Promotion	The Human Puck	2356	Thursday
Promotion	The Human Puck	3633	Saturday
Promotion	The Human Puck	2240	Thursday
Promotion - multiple	Harris County Night	4956	Saturday
Promotion - multiple	Beanie Lions	4754	Sunday
Promotion - multiple	Flower Play	247	Thursday
Promotion	Troup County	3301	Friday
Promotion	Dothan Night	3664	Saturday
Promotion	Player Card Set 1	2898	Friday
Promotion - multiple	Player Card Set 2	3121	Saturday
Promotion	Unused Ticket (season)	2674	Tuesday
Promotion	Unused Season Ticket	3828	Sunday
City Size	186,291 (5)		
Winning Percentage	24-37-11 (.39)		
Most Successful	Aflac Jersey Auction	Harris County Night	Flower Play
Giveaway Tickets	15		
Mostly Financed by	Sponsors		
Ticket Price	16,14,10 (13,33)		

Target Market(s)	local business	local community
Season Ticket Holders	1865	
Average Attendance	3020	

APPENDIX G

Raw Data Collected for Dayton Bombers

5) Dayton Bombers	Promotion Description	Attendance	Day of Week
Promotion	Magnetic Schedule	6283	Saturday
Promotion	WWF Al Show	4512	Friday
Promotion	T-Shirts	5312	Thursday
Promotion	Pucks	6753	Saturday
Promotion	Chocolates	4302	Friday
Promotion	Team Photos	3777	Friday
Promotion	Team Pennant	4571	Friday
Promotion	Mega Phone	6126	Friday
Promotion	Fan Appreciation	4424	Sunday
City Size	166,179 (5)		
Winning Percentage	40-20-12 (.66)		
Most Successful	Pucks, Magnetic Schedule		
Giveaway Tickets	20-30		
Mostly Financed by	Sponsors (89%) Club (11%)		
Ticket Price	15, 10, 9,8, (10.50)		
Target Market(s)	Non-Hockey Fans		
Season Ticket Holders	1300		
Average Attendance	4200		

APPENDIX H

Raw Data Collected for Florida Everblades

6) Florida Everblades	Promotion Description	Attendance	Day of Week
Promotion	Realtors	7047	10/12 Friday
Promotion	Government	6394	10/13 Saturday
Promotion	Breast Cancer	5938	11/2 Friday
Promotion - 6	Magnetic Schedule	6595	11/3 Saturday
Promotion	Boy Scout	7181	11/17 Saturday
Promotion - 6	Pucks	6129	11/21 Wednesday
Promotion	Church	6357	11/30 Friday
Promotion	Church	6329	12/1 Saturday
Promotion	Towels	6509	12/14 Friday
Promotion	Calendar	6414	12/31 Monday
Promotion	Shirts	7181	1/25 Friday
Promotion	Scouts	7181	2/22 Friday
Promotion	Hats	7181	2/23 Saturday
Promotion	Church	6735	3/1 Friday
Promotion	Firefighters	6938	3/2 Saturday
Promotion	Health Industry	6190	3/17 Sunday
Promotion	Trading Cards	6934	3/22 Friday
Promotion	Fan Appreciation	7181	3/23 Saturday

City Size	
Winning Percentage	48,208
Most Successful	37-27-8 (.58)
Giveaway Tickets	Pucks, Towels, Trading Cards
Mostly Financed by	Sponsors
Ticket Price	26, 16, 11, 7 (15)
Target Market(s)	Children
Season Ticket Holders	4500
Average Attendance	6619

APPENDIX I

Raw Data Collected for Greensboro Generals

7) Greensboro Generals		Attendance	Day of Week
Promotion	American Express Mouse Pads	4098	Saturday
Promotion	WWF CDs Giveaway	3009	Friday
Promotion	Post Game Concert (Sister Hazel)	6632	Saturday
Promotion	Pack the House/ Reduced Price	7012	Saturday
Promotion	Scout Night	3383	Sunday
Promotion	Post Game Concert Church Night	3518	Friday
City Size	223,891 (3)		
Winning Percentage	22-42-8 (.34)		
Most Successful	Sister Hazel Post Game Concert	Scout Night	Pack The House
Giveaway Tickets	200		
Mostly Financed by	Sponsors		
Ticket Price	16, 13, 11, 9, 7 (11)		
Target Market(s)	Scouts	College	Church Youth
Season Ticket Holders	1943		
Average Attendance	2,850		

APPENDIX J

Raw Data Collected for Mississippi SeaWolves

8) Mississippi SeaWolves	Promotion Description	Attendance	Day of Week
Promotion	Discount Auto Parts Pucks	5200	Friday
Promotion	Church Night Magnetic Schedule	6100	Saturday
Promotion	Trick or Treat Yellow Book Bags	4500	Friday
Promotion	Shoe Carnival Pucks	4500	Saturday
Promotion	Nextel Hand Towels	4700	Friday
Promotion	Village Sports Pub Pucks	3800	Saturday
Promotion	Casino Night	3900	Sunday
Promotion	Teddy Bear Toss	2397	Tuesday
Promotion	Sportsman's Night	4128	Saturday
Promotion	Scout Night/Honor Roll	3111	Friday
Promotion	Military night	5311	Saturday
Promotion	Car Care Pucks	4207	Saturday
Promotion	Fan Appreciation	3600	Friday
Promotion	Food drive	4777	Friday
City Size	50,644 (11)		
Winning Percentage	42-26-5 (.62)		
Most Successful	Teddy Bear Toss	Honor Roll	Church Night
Giveaway Tickets	1,000		
Mostly Financed by	Sponsors		
Ticket Price	Adult 16, 12, 9 (12,33)	Senior Citizen 15,11,8	Child 14,10,7
Target Market(s)	Fans that Attend Over Five Games	New Fans	
Season Ticket Holders	1,200		
Average Attendance	3548		

APPENDIX K

Raw Data Collected for PeeDee Pride

9) PeeDee Pride		Attendance	Day of Week
Promotion	Magnetic Schedule	2658	10/14 Sunday
Promotion	Public Service Night	3273	10/20 Saturday
Promotion	Guns 'n Horses Night	3331	11/3 Saturday
Promotion	Health Care Night	2512	11/18 Sunday
Promotion	Military Night	2872	12/1 Saturday
Promotion	Autograph Session	2820	1/13 Sunday
Promotion	Girl Scout Night	4150	3/8 Friday
Promotion	Military Night	2626	3/9 Saturday
Promotion	Fan Appreciation	4555	3/30 Saturday

City Size	30,248 (14)
Wining Percentage	41-25-6 (.62)
Most Successful	N/A
Giveaway Tickets	N/A
Mostly Financed by	N/A
Ticket Price	15,12,9,10,11 (11.40)
Target Market(s)	Military
Season Ticket Holders	N/A
Average Attendance	3338

APPENDIX L

Raw Data Collected for Pensacola Ice Pilots

10) Pensacola Ice Pilots	Promotion Description	Attendance	Day of Week
Promotion	Flashlights	4261	10/4 Sunday
Promotion	Costume night	2672	10/30 Tuesday
Promotion	Rally Rags	4266	11/3 Saturday
Promotion	Frisbee	3803	11/10 Saturday
Promotion	Concert	3459	11/11 Sunday
Promotion	Food Drive	4033	11/16 Friday
Promotion	NHL Jersey	4338	11/23 Friday
Promotion	College	2677	11/27 Tuesday
Promotion	Magnets	3548	12/7 Friday
Promotion	Food Drive	2481	12/13 Thursday
Promotion	Toys for Tots	3729	12/14 Friday
Promotion	Nascar	4224	1/5 Saturday
Promotion	Cup	4240	1/18 Friday
Promotion	Hockey Sticks	5203	1/26 Saturday
Promotion	Rally Cards	3813	2/1 Friday
Promotion	70's Night	4441	2/2 Saturday
Promotion	Hawaiian Night	4092	3/2 Saturday
Promotion	Concert	3354	3/3 Sunday
Promotion	Frisbee	4381	3/16 Saturday
Promotion	Team Photos/ Appreciation	4771	3/23 Saturday
City Size	56,255 (10)		
County Size	294,410		
Winning Percentage	39-27-6 (.59)		
Most Successful	Rally Towel, Flashlight, Hockey Stick		
Giveaway Tickets	150		
Mostly Financed by	Sponsors 90% Club 10%		
Ticket Price	21,14,12,9 (13.75)		
Target Market(s)	Kids		

Season Ticket Holders	1400
Average Attendance	3808

APPENDIX M

Raw Data Collected for Peoria Rivermen

11) Peoria Rivermen	Promotion Description	Attendance	Day of Week
Promotion	Magnetic Schedule	4597	10/12 Friday
Promotion	Towel	3854	10/19 Friday
Promotion	Poster	4038	10/26 Friday
Promotion	Bobble Head	5080	11/2 Friday
Promotion	Out of Town Night	4375	11/3 Saturday
Promotion	Past Game Concert	5416	11/9 Friday
Promotion	Kids Day	3909	11/18 Sunday
Promotion	Kids Day	4032	12/2 Sunday
Promotion	Ice Scraper	3751	12/14 Friday
Promotion	Jersey Auction	5044	12/31 Monday
Promotion	Kids Day	5000	1/6 Sunday
Promotion	Mouse Pads	4403	1/25 Friday
Promotion	Post Game Concert	6412	1/26 Saturday
Promotion	Floppy Cap	5017	2/8 Friday
Promotion	Youth T-Shirt	5137	2/9 Saturday
Promotion	Photo	4587	2/22 Friday
Promotion	Kids Day	5981	2/24 Sunday
Promotion	Jersey Auction	4193	3/2 Saturday
Promotion	Kids Day	4378	2/3 Sunday
Promotion	Kids Day	5345	3/10 Sunday
Promotion	Scouts	6361	3/23 Saturday
Promotion	Fan Appreciation	6850	3/30 Saturday
Promotion	Kids Day	3513	3/31 Sunday
City Size	112,936 (8)		
County Size	183,433		
Winning Percentage	41-23-8 (.64)		
Most Successful	Nascar Drivers	Concerts	Kids Day
Giveaway Tickets	300		
Mostly Financed by	Club 60% Sponsors 40%		
Ticket Price	15, 10 (12.50)		

Target Market(s)	Youth, Church Groups, Nascar Fans
Season Ticket Holders	2,010
Average Attendance	4685

APPENDIX N

Raw Data Collected for Roanoke Express

12) Roanoke Express	Promotion Description	Attendance	Day of Week
Promotion 1	NASCAR	3000	Saturday
Promotion 2	Thunderclap Night	5000	Saturday
Promotion 3	Date Night	2099	Tuesday
Promotion 4	Scout Night	3344	Friday
Promotion 5	Pack the house	4647	Saturday
Promotion 6	Team Poster Giveaway	2592	Monday
Promotion 7	Beer Night	3263	Friday
Promotion 8	Auction	4430	Saturday
Promotion 9	K92 Night	2209	Tuesday
Promotion 12	Date Night	2815	Thursday
Promotion 13	Beer Night	3732	Friday
Promotion 14	Youth Hockey	3726	Saturday
City Size	94,911 (9)		
Winning Percentage	35-26-11 (.57)		
Most Successful	Thunderclappers		
Giveaway Tickets	2,500		
Mostly Financed by	Sponsors		
Ticket Price	5. 7.50, 10, 12, 14.50 (14)		
Target Market(s)	Kids		
Season Ticket Holders	1500		
Average Attendance	3425		

APPENDIX O

Raw Data Collected for Toledo Storm

13) Toledo Storm	Promotion Description	Attendance	Day of Week
Promotion	Youth Hockey	5361	10/12 Friday
Promotion	70's Night	4578	10/19 Friday
Promotion	Holiday Shootout	4633	11/17 Saturday
Promotion	Poster	4606	11/23 Friday
Promotion	Jersey Raffle	4313	12/1 Saturday
Promotion	Poster	4712	12/28 Friday
City Size	313,619 (2)		
Winning Percentage	28-34-10 (.45)		
Most Successful	N/A		
Giveaway Tickets	N/A		
Mostly Financed by	N/A		
Ticket Price	13, 8.50, (10)		
Target Market(s)	N/A		
Season Ticket Holders	N/A		
Average Attendance	4,243		

APPENDIX P

Raw Data Collected for Wheeling Nailers

14) Wheeling Nailers	Promotion Description	Attendance	Day of Week
Promotion 1	Home Opener	4514	Sunday
Promotion 2	Magnetic Schedule (Giveaway)	3765	Sunday
Promotion 3	Girl Scout	3735	Saturday
Promotion 4	Womp Night	2069	Sunday
Promotion 5	Stadium Cup Giveaway	2851	Saturday
Promotion 6	W.Va Lottery Night	2097	Thursday
Promotion 7	Sports Bottle Giveaway	2071	Sunday
Promotion 8	Thunderstick Giveaway	2987	Monday
Promotion 9	Youth Stick Giveaway	2905	Friday
Promotion 10	Team Poster Giveaway	3123	Friday
Promotion 11	Bobble Head Doll Giveaway	5196	Friday
Promotion 12	Cap Giveaway	2316	Thursday
Promotion 13	Youth Jersey Giveaway	3455	Friday
Promotion 14	Cap Giveaway	4833	Saturday
Promotion 15	Koozie Giveaway	3269	Friday
Promotion 16	Nascar night	4060	Friday
Promotion 17	Beach Party Night	4616	Saturday
Promotion 18	Rally Towel Giveaway	6518	Saturday
City Size	31,419 (13)		
Winning Percentage	36-32-4 (.51)		
Most Successful	Bobble Head Giveaway	Nascar Night	Youth Jersey
Giveaway Tickets	N/A		
Mostly Financed by	50% Sponsors 50% Club		
Ticket Price	17		
Target Market(s)			
Season Ticket Holders	1500		
Average Attendance	3249		

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BIOGRAPHICAL SKETCH

Brian Pruegger is originally from Lethbridge, Alberta, Canada. His mother, Joan Wolfe, and stepfather, Joe Wolfe are retired and living in Calgary, Alberta. His father, Edmund Pruegger, is a musician and educator in Coquitlam, British Columbia (BC). His younger sister, Valerie, is a Cross-Cultural Psychologist in Calgary, and older sister, Linda, is a wine grower and manufacturer in Okanogan Falls, BC.

Brian received his BA in Psychology from the University of Calgary. He received a MS in Kinesiology in 1998 and a MS in Psychology in 1999 from Lamar University in Beaumont, Texas. His educational pursuit culminated with a Ph.D. in Sport Management from The Florida State University in 2003.

Mr. Pruegger has been the Director of Recreational Sports and Fitness at Lamar University in Beaumont, Texas, an adjunct faculty member at Tallahassee Community College in Tallahassee, Florida and the Fitness Coordinator at California Polytechnic University in San Luis Obispo, California. He is currently a member of the sport management faculty at Georgia Southern University in Statesboro, Georgia.

Brian actively pursues many recreational and fitness related activities in his free time. His passion in that regard is ice hockey, which he has gravitated toward naturally, based on his Canadian descent. He is also involved in Yoga as an instructor, cycling as an enthusiast and running as a hobby. Brian's philosophy in life is based on respect for all living organisms, using acquired knowledge to make a difference, helping out however possible and promoting good health.