

Marketing Strategies For UMASS Football

The UMASS Buckeyes

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Introduction

The following is a marketing plan designed to help ease the transition of UMASS Football's move to the FBS division and specifically its entrance into the MAC conference. We believe our plan, outlined below, can aid in solving problems that have arisen with this change. Currently, one the challenges facing UMASS is the difficulty of meeting attendance expectations (and requirements) at Gillette Stadium. Despite being a well-known and popular venue it is located approximately 2 hours away from the UMASS Amherst campus which makes it problematic for both students and local residents to come to games. Our main objective is to increase attendance by a total of 10 percent over the course of the next year's season. This will be attained through multiple marketing strategies and their specific promotions.



Situational Analysis

UMASS Football Development:

- Moved to a more competitive conference, the Mid-American Conference (MAC). This conference includes schools Ohio University, Kent State, Miami, Toledo, Northern Illinois, and Buffalo, among a few others.
- Team has a new head coach: Charley Molnar. Molnar was previously the offensive coordinator for the University of Notre Dame's illustrious football program.
- Because of the shift in conferences and the MAC's stadium requirements, UMASS now plays their games in Foxboro, MA at Gillette Stadium. Division I programs are required to average at least 15,000 fans throughout given 2 year period.
- Gillette Stadium is 90 miles away from UMASS' main campus (Amherst) but is still within a half hour radius of 120,000 UMASS alumni. Gillette Stadium makes up to 40,000 seats available for UMASS football games versus McGuirk Stadium which has a max capacity of only 17,000.

Athletic Department Development:

- Developments for the department are highlighted by a planned upgrade to the current facility, McGuirk stadium, within the next 2 years. As soon as the current contract runs out at Gillette the football team is planning on returning to the UMASS Amherst campus for at least half of their home games. This will, without a doubt, have a tremendous impact on marketing focuses due to the fact that the Amherst market cannot be ignored in favor of targeting the Foxboro/North Shore markets.
- Competition for attendance includes Boston College football games as well as other

UMASS sports such as lacrosse, hockey and to a lesser degree the beginning of basketball season. Also, the availability of (more elite) college football games on national tv can have a negative effect on attendance. In addition to the college landscape, Patriots' football games also compete with UMASS' games. This is because some individuals may not want to travel to Gillette Stadium twice in one weekend along with the abundance of pro sports (Celtics, Bruins etc.) always on television in the New England region.

Environmental Factors:

- Environmental factors that might affect attendance at games is most notably unfavorable weather. Potential fans are less likely to attend games if there is bad weather characteristic of New England; in addition, students and the general public traveling from further distances (ex. western Mass) will be less likely to make the trip to Foxborough if the travel conditions are challenging or if the weather during the game promises to be bleak.

Industry Factors:

- Industry factors that might impact the current marketing landscape of the team are: the NHL lockout, other UMASS sports starting up (ie. UMASS hockey) and the conclusion of the Boston Red Sox's season. The NHL lockout this year (and for the foreseeable future) and the end of other Boston sports seasons could potentially have a positive effect on the marketing of UMASS football -- people might be more likely to attend a UMASS football game given they no longer have the Red Sox or Bruins to watch as competition.

SWOT Analysis

Strengths

There are many advantages in the pursuit of increasing game attendance by having the UMASS football games at Gillette stadium. Some of these benefits include free parking, making it easier to access to the stadium compared to McGuirk in Amherst; it provides a fantastic tailgating environment while the tailgate itself is free, unlike Patriots games (\$50 Park Fee); and on top of that fans also have access to Patriot Place. This outdoor shopping and restaurant area will expose UMASS football to different opportunities for a wider range of fan groups. The mall hosts many different restaurants and dining experiences that allow fans to eat and then enjoy the game. In addition, if families want to attend the games, dads can bring the kids to the game while moms shop or vice-versa. Another benefit of the location is the Wrentham Outlets that are nearby adding to possible shopping opportunities. The proximity of these shopping centers can make game day a whole family experience.

The CBS scene hosts a UMASS alumni Fan zone which allows for alumni to meet and gather prior to each game. They have access to a restaurant and bar here which opens an hour and half before kick-off. There is also a hospitality village, where alumni and fan groups have the opportunity to gather and socialize before the game's kickoff. Fans/alumni can reserve a tent for \$900, with catering possible, through Gillette when prior arrangements are made; tents are available 4 hours before start of each game.

MinuteFan park also adds to a more enjoyable experience for fans (especially

families) as they can enjoy festivities such as music, a pre-game pep rally and bounce houses up to 3 hours before kick-off. This is a great opportunity for families to have some fun prior to watching the game.

- 100,000 UMASS Alumni within 30 minutes of Gillette Stadium:
 - this number combined with the proximity of Boston and the surrounding metropolitan area translates into a great opportunity to reach a larger target market than ever before.
- Better opponents due to a stronger conference.

Weaknesses

The athletic department is facing many challenges due to the move to the FBS. The move to Gillette stadium has created a great distance for students and local alumni to travel in order to attend a game. Currently, the best way for students to get to the stadium is by buying a ticket for a university bus that will bring them to the stadium and back. The problem with this is that it threatens the tailgating culture of UMASS football fans. The change also brings about the challenge of creating a new fan base in Eastern Massachusetts since UMASS has mostly concentrated on cultivating its western Mass fans over the past few years. The new stadium also brings about some other challenges, such as access to the facilities and concession flexibility. It is not as easy for UMASS personnel to gain entrance to all areas of the stadium which can affect some of the group promotions. Additionally, the concession stands are all run privately by a firm that works with Gillette and does not allow UMASS to have any kind of flexibility on pricing. Finally,

the greatest weakness of the department is unfortunately the struggling product on the field. A change in divisions has left UMASS struggling to compete with their new MAC opponents and until they can catch up to the competition the attendance will definitely be dampened.

Opportunities

There are great opportunities for the football program. The move to Division 1-A allows for better recruits and much better teams in the future. There will also be an opportunity for more qualified and experienced personnel to come to the program and lift our team to the top of the MAC and possibly into a conference like the Big East. For example, new head coach, Charley Molnar, has worked at major programs such as Notre Dame and should be able to bring the necessary experience to make this team a contender. Additionally, television coverage could increase greatly as team performance continues to increase and thus bring in more broadcasting revenue and exposure.

Threats

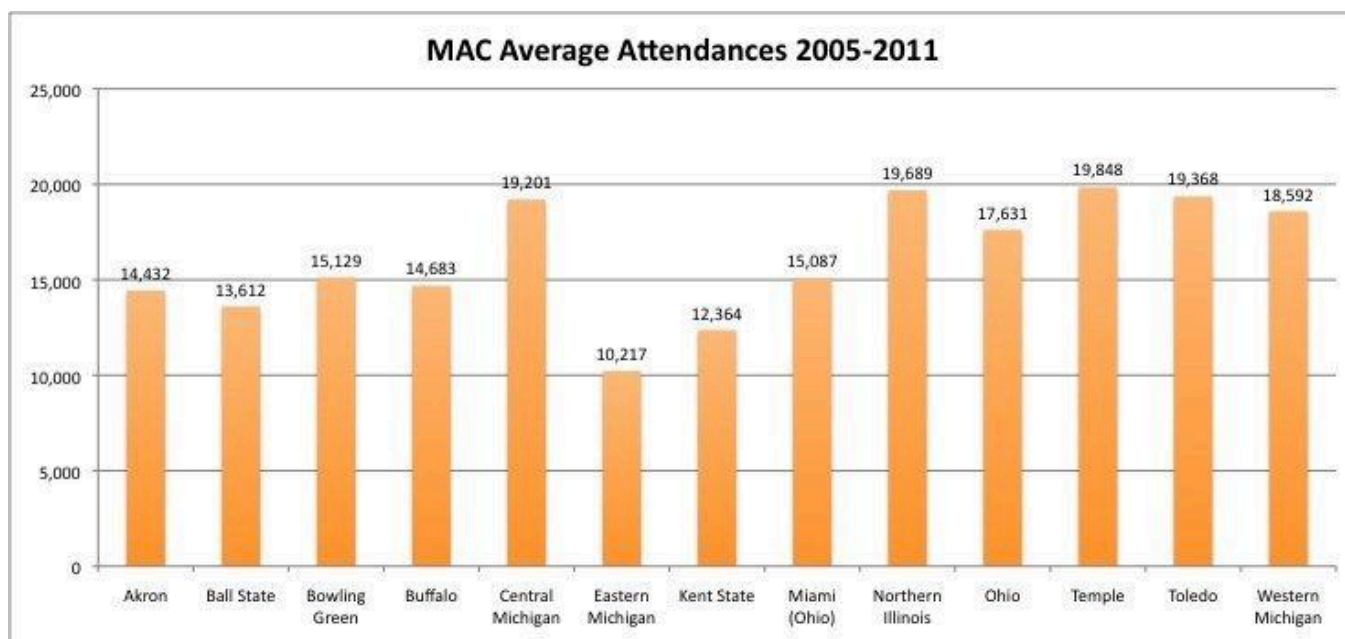
One of the most significant threats to the team is the attendance minimum that UMASS has to meet due to our entrance into the MAC conference and the FBS. If the program isn't able to keep up an average attendance of 15,000 fans per game over the next two years they will be removed from the conference. This could lead to a possible fall out of Division 1-A status. Other sports teams at UMASS as well as other college football teams in the area definitely threaten the attendance at games. Specifically, the hockey

team at the university will compete for students' attention. The hockey team has been successful recently and the season falls roughly around the same time. A final, under-rated threat is the impending completion of the renovated McGuirk stadium. The longer the construction takes, the longer students and alumni alike will be forced to travel long distances to watch the team play. This could ultimately cause former fans to stop following the team because they never attend games; also, fans who are thinking about beginning to follow the team might be deterred if they have a big barrier such as travel time in order to attend..

Market Research

1. Current ticket base sales:

- a. Students: 66% females, 80% freshman (5,000 tickets available)
- b. Group tickets: youth football (80-90% Foxboro/ Hockomock League, 20-25% North Shore walk-up).
 - i. Specific organizations in the North Shore region such as the Pop Warner *North Shore Titans* could have potential for strong interest in Umass football given the area's; other leagues including the Northeast Conference Youth Football League and the North Shore Flag Football League might be viable suitors as well.
 - ii. High School football teams on the North Shore -- including towns like Beverly, North Reading, Salem, Swampscott and more should be contacted in order to gauge interest.
- c. Group ticket sales- price as low as \$10, group ticket sales benefits include: group seating, free parking, a welcome message on the big screen and an opportunity for field visits. Likely to average around 3000 group sales.
- d. Season tickets: Season tickets cost \$130 for the entire season. Right now, there are 2500 current season ticket holders. There is also a club level offer for \$195, which gets you access to club area with a bar and restaurant, and higher up viewing.
- e. Comparative attendances in the MAC conference



UMASS wants to average 15,000 sales

Information for student sales:

One aspect of game day experience that affects student game attendance is the fan bus:

For \$10 ticket you get:

- Round trip bus transportation to and from Gillette Stadium in Foxborough.**
- Admission to an in-stadium tailgate with party music, raffles with exciting prizes, and a delicious barbecue tailgate.
- Shuttle transportation from all residential areas to McGuirk Stadium, the game bus departure site.
- There are 20 coach buses. The first 1,100 students who board at McGuirk Stadium on Saturday morning will ride these buses. Buses leave four hours before game time. Buses return to campus half an hour after the Minutemen Marching Band's post-game performance ends.

Comparative Ticket Sales

- Toledo: only school to charge more per ticket in comparison to UMASS. They have an Ultimate Fan Plan: \$59 (less than \$10 per game) “that includes \$4 per game in concessions, a \$20 gift card to the “Rocket Shop” and free parking for the entire season.”
- Western Kentucky, the most recent team to move up to the FBS, began selling \$25 season tickets (\$5 per game) during its transitional years. Those prices moved up to \$36 and now \$50 for the season, but the effect the \$25 ticket had on attendance numbers is obvious.
- In 2006, the Hilltoppers averaged 9,051 fans per game. In 2007, after the introduction of the \$25 season ticket, that figure nearly doubled to 16,488 per game.

North Shore Youth Football Leagues

The Northeast Conference Youth Football League has 8 teams throughout the North Shore area. NECYFL (Northeast Conference Youth Football League). The league includes 8 teams: Beverly Panthers, Charlestown Townies, Lynn Chargers, Medford Mustangs, Peabody Raiders, Salem Witches, Stoneham Spartans, and Swampscott Big Blue. There are four divisions within each team. The divisions are further broken up into grades, spanning from 1st grade to 8th grade. There are approximately 40-50 players per division within each team. This equates to approximately 1,500 players in the entire league.

UMASS Amherst Intramurals

According to Jason Incorvati at UMASS intramurals there were approximately 5,000 unique undergraduate participants in the intramurals each year with almost 30,000 total participation each year. According to Jason, fall soccer and flag football are the two most popular outdoor intramural sports offered; soccer had 1,052 individuals participating and flag football has 1,420 individuals participating. In flag football about 10% of these participants were female and in soccer about 30% of the participants are females and 25% of totals participation is female.

Target Market Analysis

1.) North Shore Youth Football

Identifiability

The Northeast Conference Youth Football League has 8 teams throughout the North Shore area. NECYFL (Northeast Conference Youth Football League). The league includes 8 teams: Beverly Panthers, Charlestown Townies, Lynn Chargers, Medford Mustangs, Peabody Raiders, Salem Witches, Stoneham Spartans, and Swampscott Big Blue. There are four divisions within each team. The divisions are further broken up into grades, spanning from 1st grade to 8th grade.

Accessibility

One of the more efficient ways to spread the word about Umass football to youth leagues will be through marketing on the youth program's websites. Parents of players and possibly the players themselves (dependent upon age) are often on the individual team pages to check league scores, schedules, directions etc. and thus advertising and promoting Umass football here should be effective. Another way to reach out to pop warner participants is through their youth coaches -- Umass athletics Marketing Department could send emails to coaching staffs to notify them of specifics with the intent of having them pass along the information to their players (and parents) during practice for instance. In addition, you could do promotion at youth football games, such as their championship games.

Selection Analysis

We decided to target North Shore youth football leagues initially because ticket sales showed high responsiveness among youth football leagues in Massachusetts. According to the UMASS Athletics Marketing Department, about 3,000 tickets were sold to youth football players for the first game of the 2012 season. Approximately 80-85% of ticket sales to youth football leagues came from the general Foxboro area (the Hockomock League). The change in location from Amherst to Gillette Stadium in Foxboro is attractive to youth football players as the Gillette experience creates a level of excitement for young players. In addition, youth football players are an attractive market as youth football coaches would have an incentive to bring their players to collegiate football games for the educational value. Because of this responsiveness among youth football, we decided that in order to get more people onto the escalator, we could continue to explore and target youth football leagues that have not yet been exhausted. In particular, the Marketing Department noticed that attendance at the first game showed high responsiveness from the North Shore area, as 20-25% of walk-up ticket sales came from that area. Because of these demographics, youth football leagues and attendants from the North Shore are characteristics currently on the escalator. We can therefore exploit North Shore youth football players.

The fact that the home games are played at Gillette Stadium are also an advantage when marketing to this area of Massachusetts. The North Shore is widely known to be full of die-hard Patriots fans, who also play at Gillette, so the venue is familiar to potential new consumers. While the quality of the product on the field is very different, the experience of

traveling around an hour and a half to Gillette is the same. Fans can make a day out of it by tailgating, going to the game and potentially shopping in the outlets at Patriot Place. This familiarity with the venue arguably makes it easier for these potentially new consumers to get on the escalator.

By targeting this market we believe this will increase ticket sales by 10% as this market presents a highly identifiable and accessible segment the we believe will be highly responsive.

2.) Intramural UMASS Athletes (Football, Soccer):

Identifiability

During the fall there are flag football and a soccer intramural leagues at UMass. These leagues and specifically the players can be easily identified both through the UMASS Intramurals database and through the IMLeagues websites.

Accessibility

UMASS Intramurals runs completely through a website called IMLeagues.com. Through this website participants can form teams or find extra players for their teams. All the scheduling and event management runs through this website and thus advertising for UMASS football on the UMASS Recreation part of this site could definitely give exposure to the program. The participants are also all students at the university and thus can be reached through advertising and marketing on campus as well.

Selection Analysis

We decided to choose this market as one of our target markets because of the ease of identifiability and accessibility of the market. We felt that it was important to increase student attendance at the games at Gillette to create a better atmosphere as well as attract alumni and corporate sponsorship. Since a lot of students that participate in the intramurals on campus, and most of these students are interested in sports, we felt that this was a very effective market to target. We also have aspirations to bring the finals of some of the leagues into Gillette before or after the games. This would attract more people to come to the games as not only the teams will come to watch the games and play their

games but their friends and family might be more willing to go to the UMASS football game if they get to see their friend or family member play at Gillette. We were also hoping to attract UMASS Soccer fans by accessing the intramural soccer leagues since one of our possible promotions would be to have a UMASS Soccer game at Gillette followed by the football game.

Since current student attendance at the games is about 80% freshman students and many freshmen sport fans play intramurals at UMASS this would be a great way to bring in more of the freshmen fan base. Also since most of the attending students are most likely sports fans or at least football fans looking for a social experience it should be very easy to bring in intramural teams that are generally made up of groups of friends that are interested in the sport they play.

Accessing this market would definitely help in obtaining the 10% increase in attendance at the UMASS football games. There are 5000 free student tickets available at every game and if we manage to use up that capacity at most of the games it would very likely allow us to hit that 10% mark.

Marketing Goals and Objectives:

Goal #1: Increase overall attendance at games by the end of next season

Objective 1: Increase student attendance by 10%

Objective 2: Increase Group Ticket sales by 30%

Goal #2: Create a youth fanbase for UMASS Football going into the future

Objective 1: Bring players and families from at least 4 teams in the NECYFL to each UMASS home football game

Objective 2: Maintain an average of 600 tickets sold per game to NECYFL teams

Marketing Strategies

(1) North Shore Youth Football:

Positioning

We plan to position the UMASS Football team as role models for the young players of the NECYFL. Since there are already many youth football leagues and coaches attending the games, we feel this is a good positioning goal.

Product

Our core product is the UMASS Football team and the college football experience. Some product extensions of this would be the players and coaches of the team as well as the UMASS brand itself. We would try to use the coaches and players to create a close connection to the young players in the league. An opportunity to meet the players before the game as a combination with our group ticket package should allow these children to feel like it is more than just attending a football game.

Price

The current price of group tickets is \$10 per ticket and includes added value items such as an on-field experience, a picture and a welcome message on the big screen.

Place

The current location for UMASS football is at Gillette Stadium in Foxboro. This will remain the main stadium for the football program at least through next season. After the

next season a return to McGuirk stadium has been proposed but it may remain a split between there and Gillette for some time.

Promotions

Newspaper Advertising

Through NorthShoreOnline.com we could advertise to *The Salem News*, *The Gloucester Daily Times*, and *The Daily News* of Newburyport all at once. An advertising space in these newspapers is no more than \$100 per week and would be able to reach parents in the North Shore area who will then bring their children to the games. The newspaper ads would entice parents to share their passion for football with their children in a family friendly area through UMASS Football.

"Meet Sam the Minuteman"

Another great promotion would be to introduce the northshore to Umass's mascot, Sam the Minuteman. The Dicks Sporting Goods store on 100 Independence Way in Danvers, MA is in the best possible location. The store is right across from the Northshore Mall and is located just minutes off of Rt. 128, so it is positioned in a highly trafficked area. "Sam the Minuteman" he will be accompanied by a few cheerleaders and a hopefully some members of the athletic department. Limited food and drinks will be made available (first come first serve) to those who stop by the promotion. Customers will get autographs, meet the mascot, and become more familiar with the Umass Minuteman and also have an opportunity to buy tickets at the stand.

Billboard Advertising

We also plan to use a billboard in the North Shore area to raise awareness for the team and especially for the move to the Division 1 FBS and Gillette Stadium. Our billboard would be set up about 2 weeks before the season starts and run for 1 month informing residents that the season has started and enforcing the increased status UMASS Football wishes to have in the area.

Personal Selling (Coaches)

The coaches and administrators of NECYFL teams will receive personal calls from group sales team of the marketing department. UMass marketing efforts along with the call itself should persuade teams to purchase the group package for their youth football team. Coaches will be made aware of the package's benefits and "extras" (see Price section) so that they can pass this information along to their players and parents as a further incentive to purchase.

On-Field Experience

In order to add more value to the group package that we are offering to the youth football teams in the NECYFL we would include a unique on-field experience to the kids. While they already have the opportunity to go onto the field and create the fan tunnel through which the players enter the field, we would add a personal meeting with some of the players before the game. Having players hand out T-Shirts to the children during pre-game would be a great way to create a personal connection between the players and

children. Additionally, we would provide the opportunity to have a picture taken on the field with a player and then have these pictures uploaded to a special section on the UMASS Athletics website where the families can then find and download the picture as a keepsake.

Budget

Expenses:

T-Shirts \$10,046.25

-($\$8.93 \times 225$ per game for 5 home games)

Billboard In North Shore Area \$5,000

-(Gold Group estimate)

Newspaper Ad NorthShoreOnline.com \$400

-(4 weeks \$100/week based on website estimate)

Travel Expenses for Dicks Sporting Goods Promo \$400

-(Gas \$150, Food/Drink \$150, Tent/Promo Gear \$100)

Total: \$15,846.25

Controls And Evaluation

The most basic evaluation of our marketing strategies for the North Shore youth football leagues would be to compare our current ticket sales from that area to the new ticket sales. Since our target was to improve attendance from the NECYFL by 600 tickets per game, that is the average we would want to achieve. It would also be easy to control the attendance by the youth players through our personal selling strategy. With personal selling it becomes very easy to know how many people are coming to the games from this target market. We can evaluate our other promotions, such as meet Sam the Minuteman by having a very short questionnaire asking attendees and purchasers where they are from and how they heard of our event. These responses can then be put in a database to better evaluate our overall plan.

(2) UMASS Intramural Participants:

Positioning

We plan to position ourselves as a social event for UMASS students with a focus on those who participate in or have a general interest in intramurals. These individuals are more likely to come to Gillette if there is an added incentive to travel to the game in their usual large groups of friends. In general, we want to make these casual athletes feel involved in the event rather than just having them watch the game.

Product

Intramurals at Gillette

In order to get more UMASS students to come to our games we would like to adjust our product to attract more intramural athletes. We would bring the finals for flag football and for soccer to Gillette stadium, to be played prior to a UMASS game. We would bring in the finals of the soccer league on November 19th and the finals of the Flag Football on November 26th. Additionally, we would give the athletes entrance to the official pre-game barbecue after their games. This should bring in not only the athletes that are playing in the games but also hopefully will attract their friends and maybe even some family who would be excited to see them play at Gillette.

Price

The current price for a student bus ticket that provides transportation to Gillette and back to campus is \$10. This includes transportation, access to the game, and access to the official UMASS tailgate with music, raffles, and a barbecue. The pricing and valuation of this package is ideal and does not need to be adjusted to increase student attendance. In fact, increasing it will most likely cause a decrease in attendance.

Place

We do not plan on manipulating the place for this target market, as Gillette Stadium will remain the site for UMass football home games at least through next season.

Promotions

Online Advertising

The UMASS Athletics website is already a very successful website that gains numerous new views every month. However, since we plan to advertise to intramural athletes on campus making use of the website IMLeagues.com should be very beneficial. Advertising on this website costs no more than \$150 per month and would directly infiltrate our target market. UMASS Football could not only advertise their games and their program but also our idea of putting the championships of the intramural seasons (flag football & soccer) at Gillette, preparing students in advance to notify their friends and family of the event.

Invade Intramural Playoffs

One way to use the football programs' product extensions would be to use the cheerleaders and Sam the Minuteman to attract student attendance. Bringing cheerleaders and Sam to football and soccer intramural flag football and soccer games, along with some staff, would allow us to sell tickets to the games and their complementary bus services while providing more of an incentive to students at those events. We would propose bringing a table with 2 staff members and at least 2 cheerleaders, along with Sam the Minuteman, to the playoffs of intramural football and soccer. The season for flag football starts on September 24th and ends in the third week of November and the soccer season starts September 19th and runs through the first three weeks of November. By bringing the mascot and cheerleaders to intramural playoff games we will give students additional opportunities to buy the tickets and merchandise. It will also increase the

connection they feel with their athletics programs. We would have the staff and Sam work about 70 hours total over 3 weeks to attend the events and sell tickets.

Radio Advertising

Using the radio you could very easily advertise on the UMASS Campus. The WMUA radio station is a popular station for on- and off-campus students at UMASS and advertising through this would definitely reach a part of the student body. You could advertise the social experience of being at a game and attract groups of friends to come to the game. At the same time you can promote our idea to bring intramural games to Foxboro and attract groups of friends who want to see fellow students competing in intramural sports. This radio station allows free, 30-second advertisements to UMASS.

Social Media

Facebook and Twitter provide excellent avenues for accessing this target market and delivering information. We would use the team's official Facebook page and Twitter accounts, UMass Football, along with the UMASS Intramurals pages, as these accounts would be the best platforms to send out information directly from the team. However, in order to use these accounts efficiently and potentially use these platforms as a way of increasing attendance, we would need to increase the number of likes and followers for each social media platform. Currently, the UMASS football Facebook page has 2,219 likes (as of 11/30/12) and the Twitter account has 1,421 followers (as of 11/30/12). In contrast,

UConn Football has 57,203 likes on their Facebook page, and 22,177 followers on Twitter. In order to increase attention on these social media accounts and perhaps raise each number of likes and followers up to at least 5,000 by the end of next year's season, we first suggest creating more interest and engagement with social media consumers. In order to target students through these social media platforms, one idea could be to create a promotional event where the week before every home game during the season, every Thursday, 25 free t-shirts are given to the first 25 people to like the page or tweet at the team #UMASSfootball, #MINUTEFAN.

Another idea for increasing attention and increasing attendance through social media could be a photo contest where the first 25 people to tweet #ITSON with a photo of them at Gillette or with their ticket at the UMass twitter account will have the chance to get their photo taken on the field with a UMass player of their choice. These promotions would ideally increase interest and initiate action to light users or students and ideally increase game attendance. Additionally, in order to create more attention and increase commitment to attendance, more promotions should be conducted similar to the September 7, 2012, social media giveaway where two fans received sideline for passes for tweeting @UMASS football. These giveaways can attract specifically toward Intramural participants as IM football participants likely would be interested in having the opportunity to stand on the field with the players and get a closer look at the game. These promotions could be promoted and advertised specifically at the Amherst Powerade intramural group on facebook. UMass football could tweet @umassintramural players, with these promotions identifying and targeting the market directly. These social media incentives

potentially would create easy, accessible ways to attract attention to the team and increase attendance of the games.

Budget

Expenses:

UMASS Party Glasses \$850

-(1000 x \$42.50/50 glasses from DHgate.com)

Staff and Sam the Minuteman for intramural promotion \$1190

-(Based on estimated 2x \$8.50/hour for staff x 70 hours)

Internet Advertisement \$300

-(\$150 per month x 2 months)

On Campus Advertisements (Flyers, Promo Tables) \$1,150

*Promo tables: 2 kids at \$8.50/hr for 4 hrs/day, 5
days/wk and 5 weeks = \$850*

Flyers (\$.30 each X 1,000) = \$300

T-Shirts \$1,116.25

-(\$8.93 x 25 shirts x 5 home games)

Total: \$ 3,756.25

Remaining Budget: \$597.50

Controls and Evaluation

At the end of the day the most telling way of evaluating ourselves will be to measure the response seen by the change in ticket sales. As part of the first goal of our plan, increasing overall attendance, we must make sure that by the end of the season student attendance is up 10%. In order to achieve this goal, we must track the average differences at each individual game and make sure they are in line with the aggregate total increase we are looking for.

Another helpful tool would be to submit a student survey (conducted electronically) after the season to randomly selected students who attended a game during the weeks intramural championships were held. Something like a survey monkey would be created that would seek feedback from the student body. Questions would include things like, “what was your experience watching UMASS intramurals ? Would you come back next year? What other intramural or UMASS sponsored events do you want to see at Gillette?” Questions like the above would be most ideal and would probably get the best result in terms of feedback from the demographic of busy college students. The data could prove very valuable in determining if the event was a success or not.

Appendix A

T-SHIRTS:

Design:

