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Baseball organizations are always looking for new ways to fill the seats in their stadiums. Promotions have a positive effect on whether or not a fan will attend a minor league baseball game. This study examines the motivational elements of fans and why promotions have a role in persuading fans to attend a game. After polling the St. John Fisher College campus on their attitudes toward promotions, it was clear that promotions had a large affect on whether or not they would attend a game. For the professionals that were surveyed, it was clear that each had similar processes that they completed to plan their promotions. The data from both the campus and the professionals show that the professionals and the surveyed population have similar opinions on what will result in success.

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The Art of Promotions: The Side You Don't See

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Abstract

Baseball organizations are always looking for new ways to fill the seats in their stadiums. Promotions have a positive effect on whether or not a fan will attend a minor league baseball game. This study examines the motivational elements of fans and why promotions have a role in persuading fans to attend a game. After polling the St. John Fisher College campus on their attitudes toward promotions, it was clear that promotions had a large affect on whether or not they would attend a game. For the professionals that were surveyed, it was clear that each had similar processes that they completed to plan their promotions. The data from both the campus and the professionals show that the professionals and the surveyed population have similar opinions on what will result in success.

The Art of Promotions: The Side You Don't See

When was the last time you watched a promotion at a baseball game and thought about the process they went through to make it a success? Promotions are tools that are beneficial not only to the company that is sponsoring it, but for the organization who are hosting it as well. A company uses a promotion to endorse a certain product of theirs or just their company as a whole (Ailawadi, Harlam, Ceasr, &Trounce, 2006). Choosing where to promote products is an important key in developing relationships. They need to be able to relate to a market that is more prone to purchasing the product or service. This could be a very beneficial tool because if they can relate to the market and the market can relate to them, their promotion could be very successful (Ailawadi et al., 2006). A successful promotion could lead to an increase in consumers of their goods or services. If the wrong market is chosen for a specific promotion, the promotion could be irrelevant to those consumers being marketed to. An irrelevant promotion could end up in failure for both the sport organization and the company investing. It is critical in choosing the correct relationship when trying to create a successful promotion. This is where the relationship between companies and sport organizations is established.

Sport organizations and outside companies create a relationship that benefits both of them. The company is able to promote their company and or a product, while the sport organization is given a sum of money, which is a predetermined amount created by the sport organization (McDonald & Rascher, 2000). The sport organization uses promotions for two reasons. The first reason being they receive money from the company which they can use in a surplus of different ways (McDonald & Rascher, 2000). Some of the uses for this money could be upgraded facilities, payroll, or for marketing purposes. The second reason, and one of the main points of this study, is to attract people to the stadium and increase their overall attendance. Sport organizations use a variety of promotions to try and attract more attendance. Some

examples of promotions that are put on are fireworks, give-a-ways, discounted tickets and on field promotions (Boyd & Krehbiel, 2003). Previous studies have shown that promotions are a motivational tool that increases attendance levels (Wahn, Grieve, Zapalac, & Pease, 2008).

Although there are many different types of promotions, little is known on which promotions are the most successful in bringing people into the facility. Past research has been conducted on the motivation of fans to come to a facility and promotions are a factor that affects their decision. Although there has been research done on promotions affecting a fan to consume the product, there is a gap in the research when it comes to how promotional staffs choose which promotions are to be held on which day and which promotions are most successful. There are many different factors that can affect whether or not a promotion will be successful or not. The research that will be conducted will set out to find how promotions are chosen and what affects their successfulness.

Literature Review

Concept of Promotions

Promotions are set up and put on by sport organizations, as a tool, to increase overall attendance. Like stated previously, promotions are a relationship between the sport organization and a corporate sponsor (McDonald & Rascher, 2000). This relationship is beneficial to both parties involved and both are looking for the promotion to be successful. The sport organization wants it to be successful, so they can maximize attendance and drive profits while the corporate sponsor is looking for maximum fans seeing their product or logo therefore raising brand awareness (Dreier, 2010). It is also important to know your audience when it comes to promotions. In the study, "Engaging the Crowd," Dreier believes that you need to make sure you identify a target audience and really get to know them (2010). He also says that you should

know their passions, fears and motivations (Dreier, 2010). It is important to understand target audiences because a sport organization could run a flawless promotion that should be successful, but if the audience can't relate to it then they aren't going to bother or care and in the end it would result in an unsuccessful promotion.

When putting on promotions, it is important to remember that a variety of promotions are needed in order to be successful. If the same promotion is displayed game after game, the organization would lose the entertainment aspect because people would know what happens next. The most known promotions are giveaways, discounts, fireworks and different on field promotions (McDonald & Rascher, 2000). Since promotions are so important to the overall successfulness of the event, it is important to use a variety to keep the fans entertained.

In a study of six MLB teams, Detroit Tigers, Chicago Cubs, Boston Red Sox, Kansas City Royals, Cincinnati Reds, and New York Mets, conducted by Boyd and Krehbiel (2003), it was found that give-a-ways were the most effective promotion for four of the six teams. For the other two teams, special features, such as fireworks, were the most important promotions (Boyd & Krehbiel, 2003). In this research, it was found that a promotion versus a rival team is more successful than versus a non-rival team (Boyd & Krehbiel, 2003). Also, promotions seem to be more affective on a weekend more than during a weekday. However, these are only seemingly true because more fans attend games against better teams and more fans attend games on weekends already, making it seem like promotions are more successful (Boyd & Krehbiel, 2003). In the conclusion of this study, it was found that promotions, overall, increase attendance by 19.6% (Boyd & Krehbiel, 2003).

In another study performed by Boyd and Krehbiel, they looked back on their previous work and elaborated on areas where there were gaps in the research. This study aimed to answer

three hypotheses' that were overlooked in the first study they explored. The study's hypothesis' are promotions with higher monetary value will be more effective (attract more fans) than those with lower monetary value when two or more promotions are run during the same game, their effects will be greater than that for either promotion individually, but less than the collective effects of those promotions run independently and the timing of a promotion will influence its effectiveness (Boyd & Krehbiel, 2006).

To test these hypotheses', data was collected from all 2,392 MLB games in the 2002 season (Boyd & Krehbiel, 2006). They tested 17 different factors including temperature, rival, team record, whether a promotion was put on or not, and whether there were two or more promotions put on or not (Boyd & Krehbiel, 2006). In their findings, Boyd and Krehbiel found a combination of both weak and strong support for their original hypotheses of that 2002 season. The first hypothesis talked about whether promotions that cost more attracted more fans and for this hypothesis they found mixed results. It is true that when comparing promotional giveaways that cost more than \$5 the effects were better on overall attendance compared to promotional giveaways worth less than \$5 (Boyd & Krehbiel, 2006). Although the more expensive promotions had more success than the cheaper promotions, special events had a greater effect on overall attendance (Boyd & Krehbiel, 2006). Examples of special events, provided by the author, were fireworks, concerts, Hall of Fame inductions, kid's day, special force's day, and fireworks (Boyd & Krehbiel, 2006). It was also found that the promotion that affected attendance the most was bobble head giveaways (Boyd & Krehbiel, 2006). Their second hypothesis, about two or more promotions on any given day has a positive effect on overall attendance, had strong support from their research. Two or more promotions at a single game, or stacking, were found to have a greater effect on overall attendance (Boyd & Krehbiel, 2006).

The best combination of promotions was a giveaway, worth more than \$5, followed by a special event (Boyd & Krehbiel, 2006). The last hypothesis tested about timing of promotions had weak support from the findings in this study. They found that night games seem to be more successful when comparing promotions to the attendance numbers. However, this was justified by the authors saying that night games are already more popular than day games, so night games see increased attendance numbers already (Boyd & Krehbiel, 2006).

Link Between Promotions and Attendance

Many researchers have completed studies on fan motivation in sports. In that research, promotions are considered to be one of the factors that affect's a fan's motivation to consume sport and ultimately increasing attendance. Wann has done multiple studies when it comes to motivational factors that affect sport attendance levels. In one particular publication (1999), he conducts two different studies. The first, attempts to determine if there is any structure in fan motivation of consumption of sport by testing a 23 factor scale for motivation against an 8 factor scale for motivation. This means he wanted to test whether or not there is any type of correlation between fans that links their motivations to the consumption of sport. He created a SFMS, Sport Fan Motivational Scale, which tests the 8 motivational factors (Wann, Schrader, & Wilson, 1999). In the second part of this study, he looks at all of the responses from the first part of the study to see if there is a difference or a correlation in whether or not males and females are motivated by sport differently (Wann et. al., 1999).

This study found that there was in fact a correlation between fans that linked their motivations to the consumption of sport. They also found that the 8 motivational factors scale was a better than the one with 23 (Wann et. al., 1999). This could be because it is easier to show a correlation with less factors to spread the data out. The second part of the study found that men

scored higher on the overall SFMS in the majority of the categories (Wann et. al., 1999).

However, it did show that women were more affected by the motivation of family more than men were (Wall et. al., 1999).

In the study, Motivational Profiles of Sport Fans of Different Sports, eight motives are identified as being motivators for fans to consume sport (Wann, Grieve, Zapalac, & Pease, 2008). Those motives include escape, economic, eustress, self-esteem, group affiliation, entertainment, family, and aesthetics (Wann, et al., 2008). According to the results of the study, the entertainment and the family motives are most important to the overall successfulness of promotions.

It is important to note that this study looks at more than just one sport. The research looks at Professional Baseball, College Football, Professional Football, Figure Skating, Gymnastics, Professional Hockey, Boxing, Auto Racing, Tennis, Professional Basketball, College Basketball, and Golf (Wann et al., 2008). When comparing each factor against each sport, the results show that entertainment is the most important motivator of fan's sport consumption (Wann et al., 2008). The research also looks at sports that are broken up into different categories individual versus team, aggressive versus nonaggressive and stylistic versus nonstylistic (Wann, et al., 2008). In each one of those categories, except for one, entertainment is the most important factor in affecting fans motivations (Wann, et al., 2008). The family aspect isn't in the top half of the fan motivations, but it still has a significant impact on a fans decision to attend a game (Wann, et al., 2008). There are many promotions that can be considered entertaining in sport. Especially in Baseball, there are many instances where there is opportunity for promotions. In between innings, one can usually find some type of promotion that either on the field, in the stands or even on the scoreboard. This can be seen as part of the entertainment

aspect because in a time that the game is actually stopped, people can become uninterested and over time it may deter them from coming to a game. With promotions going on in between innings and periods of down time, people are less likely to become uninterested. People can be driven to consume sport because there is time to spend quality time with family (Wann, et al., 2008). Why is this important to promotions? When faced with the aspect of family, sport organizations think that most families have kids. When thinking about kids, promotional staffs have to think about what will attract kids to want to attend a baseball game. When a child attends a game they are always accompanied by at least one other person. Fireworks can be considered one of the most successful promotions that affect an entire family. It is attractive to kids and is definitely something that families would spend time to see. Family promotions are not limited to fireworks however. Other family like promotions could be certain giveaways, or autograph nights. A family promotion is any type of promotion that a family as a whole can enjoy.

A similar study, done by Matthew J. Bernthal and Peter J. Graham, compared and contrasted fan motivations between Minor League and Collegiate Baseball (2003). They examined what motivations affected a fans attendance and the motivations were broken down into different categories (Bernthal & Graham, 2003). It was found that family, entertainment and promotions all played a role in their attendance at any given game. Of the surveyed population, 65% of them were married and with families (Bernthal & Graham, 2003). It was also believed, that the aspects of promotion and entertainment added to the fans overall attendance of the games (Bernthal & Graham, 2003). In another study that compared and contrasted the minor and the major leagues, it was found that the minor leagues were seen as more of a social event for friends and family as well as having higher levels of entertainment (James & Ross, 2002). It is

found in multiple other studies that entertainment, as well as promotions, are factors in increased attendance numbers (Denaux, Denaux & Yalcin, 2011, Hansen & Gauthier, 1989, Smith & Stewart, 2007). Family is also a factor that affects levels of attendance. After seeing this in many different types of studies done in multiple sports, it's evident that promotions should be aimed at attracting families as well as promoting the entertaining and fun aspect of the event.

Link Between Attendance and Motivation

Promotions need to be able to run smoothly and successfully in case the game itself does not because it adds extra value to the event as a whole (McDonald & Rascher, 2000). According to McDonald and Rascher (2000), they believe that promotions have a significant effect on overall attendance numbers. Their research showed that in games that had large promotions, the attendance levels rose approximately 3,893, or 14% increase in fans per game. However, although they found that promotions do in fact have a positive effect on a games overall attendance, they also found that having too many promotions in any one given season had a negative effect. It was seen that if a team had too many promotions, fans had the mentality that if they missed one, they could witness another one at the next game (McDonald & Rascher, 2000). This is very important to know for promotional staffs because although it has been proven that promotions attract consumers to a game, it is also important to know that too many promotions could do the opposite of what they are trying to achieve. Something else interesting they found was the idea of quality of a promotion. In an examination of 145 major league baseball games and their games promotional giveaway, it was found that for every \$1 increase, in the quality of a giveaway, an additional 2,688 fans were drawn to the game (McDonald & Rascher, 2000). This is a very important finding. This shows that just any old giveaway will not always be a positive way in attracting fans to increase attendance levels. It is better for sport

organizations as well as the corporate sponsor (promotional sponsor), if there is one, to spend a little more money on the giveaway to attract more people and in turn positively affect the overall successfulness of the promotion.

How visitors and locals at a sport event, differ in motives and identity is a study that looks at the link between attendance and motivation. Snelgrove, Taks, Chalip and Green believe that there are two motivations that affect fans positively into attend sporting events (2008). The first motivation is leisure motivation and there are four dimensions that make the motivation (Snelgrove, Taks, Chalip & Green, 2008). The four dimensions are social, escape, learning and mastery (Snelgrove et al., 2008). Fan motivation is the second motivation that the study investigated. The dimensions that make up fan motivation are entertainment, aesthetic and vicarious achievement. This study's concluding results were that there was a strong correlation between social identity (leisure motivation) and self-identity (fan motivation). Like the previous studies, promotions were considered part of the entertainment dimension of this study. Also like the previous studies, entertainment was the most important factor that effected their decision to attend a game when it came to fan motivation (Snelgrove et. al., 2008). When it came to leisure motivation, education was the most important factor that persuaded them to attend a sporting event (Snelgrove et. al., 2008). It is important to think about fans that are there to support their favorite teams, or their favorite sport, as well as the fans that are there for a leisure activity. Knowing that your fans have different motivations is important because they will be affected by promotions differently. A successful promotion would be a promotion that people who are motivated because they are a fan could relate to, as well as people who are motivated by a leisurely activities can relate to as well.

The purpose of this study is to understand the process promotional staffs take to decide which promotions should be held and when they should be held in order to be. Also, this research is aiming to understand the fans perspective and better understand what it is that they want to see. The overall hypothesis of this research is what is the process that the promotional staff goes through to decide which promotions will be held on which day? The hypothesis will aim to answer a series of exploratory questions that will be used to assess the validity of the hypotheses. By answering these questions, minor league baseball's promotional staffs, will have a better understanding of which promotions positively affect overall attendance and why. With this knowledge and the knowledge of the surveyed population of St. John Fisher College campus about promotions, the promotional staffs will be able to better understand the impact promotions have on attendance.

Method

Participants

There are many different leagues within Minor League Baseball, but promotions have an effect on attendance at all levels of the game. This study looked at two different populations to better understand promotions and their effect on overall attendance. The first population that was looked at was promotional professionals in the International League in Minor League Baseball because it is in a somewhat small, dense area.. Although the research was narrowed down to one single league, the data collected could still be used by other minor league teams in other leagues. A short survey was sent out to the person in charge of promotions for all of the fourteen teams in Minor League Baseball's International League. These surveys aimed to understand how important promotional staffs believed promotions to be to the overall attendance. It also aimed to understand how they created a successful promotion and which

promotions were the most successful. Their answers were to be based on their prior experience with promotions and Minor League Baseball.

The second population consisted of the students from St. John Fisher College. Understanding how fans are affected by certain promotions is part of the process that promotional staffs go through in deciding the 'what and when' of promotions. A short survey was also conducted of the St. John Fisher College campus. A lot of the students that attend St. John Fisher have grown up in the areas where there is an International League baseball team. That being said, most of them have probably attended at least one of those games in their lifetime. With their experience it would be more than just an opinion, it would be an opinion about promotions that is based on prior experiences.

Data Collection Procedure

Questions were asked to every team within that league so the data would be well rounded and legitimate. If questions were only asked to a few teams within that league, data could be skewed and the answers may not be applicable. The answers may not be applicable in this situation because promotions in one area may work because of one factor, but that factor in another area could create problems for the promotion and in turn make it unsuccessful.

Professional Survey Questions

Many things could affect how successful a promotion may be for a single team, so there has to be many questions that ultimately will get us the answers to the research questions. Questions that need to be answered:

- Which promotions work best for your team?
- How do you decide which promotion is held on which night?
- What factors could affect whether or not that promotion is successful or not?

- If unsuccessful, what could have been done differently to make it successful?

Answering these questions would help promotional staffs kind of form one set of core ideologies around promotions. With a set of ideologies that work, sport organizations could be successful in increasing attendance numbers based on promotions.

Campus Survey Questions

Also, it is important to understand which promotions affect fans more positively than others. Therefore, it is also necessary to survey a population of potential fans on promotions and their effects on them. Some sample questions that will be asked:

- Are you a male or female?
- Have you ever gone to a baseball game for a promotion being held?
- Which promotions do you believe would most likely affect your decision to attend a minor league baseball game?
- Would you ever be persuaded to attend a baseball game based on a promotion and if so which one?

With this knowledge, promotional staffs could create promotions around what it is the fans want to see. This would also help them be successful when it comes to increasing attendance based on promotions. The survey aimed to understand fans perspectives on promotions. It looked at specific promotions and they helped to determine what promotions they believed to be the most popular.

Data Analysis

When all data was collected, a content analysis was conducted. The answers from each minor league organization were looked at and their answers were compared to one another to see if there was any type of correlation between organizations. There was also a content analysis

and a chi-squared analysis done for the St. John Fisher community data. Student answers were compared to one another to see if there were any conclusions that could be drawn from the overall population. Finally, the data from both the organizations and the campus were compared to see if promotions were being run up to what the population wanted.

Results

Professional Survey

Promotional professionals were surveyed about their perceptions of promotions during the months of February and June. Six of the professionals originally surveyed answered the questions that they were sent. Of the six surveyed, four believed that promotions were very important to a game's overall attendance. Five of six organizations meet to discuss promotions instead of just one individual making all the promotional decisions. Three of those six meet as a small promotional team. Of the other three one meets as a marketing committee, one meets as both a small promotional team and a large group and the other team does not meet to discuss promotions. 100% of the promotional staffs surveyed believed that fireworks were the most successful promotions that increased attendance. 75% of promotional staffs hold their most successful promotions on the weekends, while the other 25% hold their most successful promotions on weekdays.

Campus Survey

The St. John Fisher community was surveyed on their perceptions of promotions during the months of February and March. 270 students, ages 18-27, both male and female returned the survey within that time frame. The first question that they were asked was whether or not they had ever attended a baseball game and 251 out of the 270 or 93% of the population had attended a baseball game of some sort. Next, the campus was asked what the most popular promotion

was that they had seen at a baseball event. 38% had seen on-field promotions, 37% had seen give-a-ways, and 21% had seen fireworks. The survey then asked whether or not they had ever attended a baseball game based on a promotion that was being held and 44% had been persuaded to attend based on a promotion being held. 29% had been persuaded by promotional give-a-ways, 32% by fireworks and 32% had been persuaded by available discounts. Of the people who hadn't been persuaded to attend a game based on a promotion being held, 56% said that they could be persuaded to attend based on the promotion being held. Table 1 show which promotions the population would like to see most often along with what promotional staffs believe the fans want to see to most of. It shows that the population surveyed wants to see available discounts and give-a-ways most often. The population surveyed was 51% age 18-20 and 43% age 21-23 and 63% female and 38% male. A chi-squared analysis was conducted between age and persuasion to attend a game based on the promotions being held. It was found that $\chi^2(4) = 72.895$ ($p < .001$). A chi-squared analysis was also conducted between gender and a persuasion to attend a game based on the promotions being held. It was found that $\chi^2(4) = 71.068$ ($p < .001$).

Discussion

With the data collected, promotions will be understood easier and a template for success can begin to be formed. This research could be very beneficial for not only Minor League Baseball, but all levels of baseball and other sports as well. Promotions are a key part in the recruiting consumers to a game. With the knowledge of what promotions are the most successful, sport organizations can gauge when to put on which promotions and also if it were unsuccessful why it was unsuccessful. This information is important because promotions bring

people to a facility and knowing which ones will be successful and when to put them on, will help increase attendance.

First of all, the data collected found that promotions are more successful on weekends. This is believed to be true because more people are likely to attend games on weekends already, so you will see a larger number of the attendees at the event and more people will see the promotion. The majority of the promotional staffs agree with the fact that successful promotions are held on weekends. Some of the factors that affect which dates get which promotions include what their game's schedule is like, which dates sponsors want, time of the year, based on what is popular nationally and based on previous season's success. One promotional staff member said that good promotion's get the good dates which are mostly weekends.

As far as which promotion was to be the most successful, it is believed that both the St. John Fisher community and the promotional staffs would agree on the fact that promotional giveaways will be the most successful. Promotional staffs defined success as increased ticket sales, sponsorship revenue, increased attendance, happy fans and happy sponsors. Based on the data collected this research question turned out to be untrue. The St. John Fisher campus was split between give-a-ways and available discounts while promotional staffs believed that special events such as fireworks were the most successful events. This is thought to be true based on the age of the surveyed campus. Promotional staffs aren't only targeting the age range of 18-23, but instead try to target a lot of families. Fireworks are a proven successful promotional event that attracts families. The data from the campus survey tells us that promotions do in fact have an effect on whether or not a fan will attend a game.

Lastly, the effect of weather will always be a variable that affects the levels of attendance at a game. This is a factor that can't be controlled however and may be different for every team.

This data will be shown through the contact made with the promotional staff from each team polled. This research can be crucial in the successfulness of promotions at the minor league level. Promotional staffs believe that there are outside factors that affect whether or not a promotion will be successful or not. Those factors include money spent on the promotion and the overall planning of the promotion. Each promotional staff agreed that weather was a crucial factor of whether or not a promotion will end up in success. The promotional staff member of the Norfolk Tides was quoted saying, "The best promotions cannot entice people to brave rainy and stormy weather."

The data collected from the St. John Fisher campus showed that they are affected more by give-a-ways and available discounts more than other promotions. This is different than what promotional staffs believe. This can be justified because the stereotype of college students is that they have little money, so free items and discounts are attractive to them. Fireworks are directed at attracting families with children more than college students and on-field promotions don't seem to have an effect on their choice to attend or not. The data also shows that this population, for the majority, will attend a game based on the promotions being held if it is something that they are interested in.

Conclusion

The data that has been collected is thought to have a positive effect on promotional teams and how they chose what and when promotions are. There were many limitations with the collection of this data. The first limitation was the fact that there were only small populations that were surveyed. Only 270 people participated in the St. John Fisher College campus survey. Of the 14 promotional staffs that were interviewed only 6 of them responded and only 4 of them filled out the survey fully. The fact that only one league was interviewed for this study is also a

limitation. It could be that since these teams are concentrated mostly up and down the east coast could have an effect on which promotions are held when and the manner in which they are put on. Also, the population that was surveyed was just a small population with a single age group. Data is skewed and would be different if all age groups were to be surveyed.

The data that was collected from the campus shows that promotions do have an effect on whether or not a fan will attend a baseball game. The most influential promotions for the population surveyed was give-a-ways and available discounts, while promotional staffs believe the most successful promotions are fireworks. This is significant because although promotional staffs may use fireworks to attract more people, attracting a crowd such as the St. John Fisher campus a different type of promotion is needed as well. It was also found that weekends are the days when the most successful promotions are held. This is due to the fact that more people are able to attend weekend games, so a bigger promotion is held for more people to see it. Lastly, weather is the main factor that will affect whether or not a promotion is successful. Nice weather will lead to a better chance of a successful promotion while bad weather will lead to decreased attendance and a failed promotion.

There could be different research that furthers this study. The first thing that could be tested was different age groups surveyed with similar questions. That type of research could find out what types of promotions affect different age groups. This would be beneficial information for promotional staffs because then they could hold certain promotions for each age group. The second piece of research that could further this study would be different market size promotional strategies. It is possible that larger market teams have different promotional strategies that small market teams and it would be interesting to see what those difference would be.

Sport organizations are always looking for ways to increase attendance at their games. The knowledge of which promotions are most successful, help teams increase their attendance on any given day or night. Although there is always that variable that is uncontrollable, the information that was researched, would help sport organizations realize how to control everything that they can possibly control. This research focused on Minor League Baseball. The minor leagues were chosen because they have a harder time, with the exception of the most popular affiliated teams, filling the seats in their facility. Minor league sports organizations are always looking for new ways to put people in the seats and promotions are a big part of how they promote their games. With the knowledge of which promotions are the most successful and which days/nights they are operated, these small market teams can attract larger crowds, in turn maximizing ticket sales.

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Appendix A:

Cover Letter for Promotional Staffs-

My name is Trevor Stearns and I am a senior Sport Management major at St. John Fisher College in Rochester, NY. My future interests lie in working with promotions, so my senior thesis is on the process that Minor League Baseball teams, in the International League, go through in creating and deciding on which promotions are put on and when. I chose Minor Leagues because I really think that promotions have a large impact on a team's overall attendance at any given game.

Not only will I be surveying Minor League teams, but I will also be emailing a small population of fans. I will be comparing the data from the fans to the data that I collect from you and the other minor league teams and comparing them to see if there are consistencies in what the fans want to what they are getting.

Below is the link to a short survey that asks a few general questions about the process that your office goes through when deciding on promotions. I estimate it will take between 5 and 10 minutes. Any data given will be kept anonymous.

[\\${1://SurveyLink}](#)

If you need to get in contact with me for any reason, my email address is tms02333@sjfc.edu and my phone number is (585)747-5610. Also, my supervising instructor, Dr. Emily Dane (edane@sjfc.edu) can assist you with any questions.

I know that you and the rest of the organization are busy getting ready for the upcoming season, but if you could return this to me by March 23 I would really appreciate it. Thank you for taking the time out to help me with my research and good luck with the upcoming season.

Sincerely,

Trevor Stearns

St. John Fisher College
B.S. Sport Management
Class of 2012

Appendix B:

Promotional Team Survey-

Q7

Working for a Minor League Baseball team based on your experience, how important are promotions to a game's overall attendance? (5 being very important and 1 being not important)

- Not Important
- Somewhat Important
- Moderately Important
- Important
- Very Important

Q2

Do you meet as a large group or a small promotional team to discuss which promotions will be held when?

- Small Promotional Team
- Large Group
- Other

Q6

How do you decide which promotions will be held when?

Q9

Please define what you believe success to be.

Q3

Which promotions do you think are the most successful?

- Available Discounts
- Give-a-Ways
- Special Events (ex. Fireworks)
- On Field Promotions

Q4

Which nights do you hold your most successful promotions?

- Weekdays
- Weeknights
- Other

Q5

What factors affect whether or not a promotion is successful?

Q10

What is the capacity of your facility?

Q11

How many years of experience have you had in your current position?

Appendix C:

Campus Cover Letter-

My name is Trevor Stearns and I am a senior Sport Management major. I am currently completing my senior thesis and am researching how promotions affect a Minor League baseball team's overall participation.

A fan's opinion is very important to the successfulness of a team's promotional activities. Attached is a short survey that asks questions about your experiences with promotional activities and baseball. I will be comparing any data that I collect to that of 14 Minor League baseball teams in the International League. I will be looking to see if what they believe their promotional strategies are actually what the fans want to see.

If you have any questions regarding the survey you can email me at tms02333@sjfc.edu. I check my email daily and I will get back to you as soon as possible. Also, my supervising instructor, Dr. Emily Dane (edane@sjfc.edu) can assist you with any questions.

Below is the link to my survey.

https://sjfc.us2.qualtrics.com/WRQualtricsSurveyEngine/?Q_SS=1BufSB0mCIIPkzy_2atC2a7PEFT6vbu&_=1

I know that everyone is busy, but if you could take 5-10 minutes to fill out this short survey, it would really help me out. All information will be kept anonymous. Any participation is greatly appreciated. Thank you for your time and participation.

Trevor Stearns

St. John Fisher College
B.S. Sport Management
Class of 2012

Appendix D:

Campus Survey-

Q17

The following survey will help me to further my research on how promotions affect attendance at the Minor League baseball level from the St. John Fisher's communities eyes. Your participation in this survey is crucial in the success of my research and your contribution is greatly appreciated. Thank you for your time.

Q2

Have you ever been to a baseball game?

- Yes
- No



If No Is Selected, Then Skip To If you have never attended a baseball...[Skip Logic](#)

Q3

If so, What sort of promotions did you see?

- Give-a-ways
- On field promotions
- Fireworks
- Available Discounts

Q4

Have you ever gone to a Baseball game based on the type of promotions that were being held that day?

- Yes
- No



If No Is Selected, Then Skip To Would you ever be persuaded to attend...[Skip Logic](#)

Q5

If so, what type of promotion was being held?

- Give-a-Ways
- On-Field Promotions
- Fireworks
- Available Discounts (Ex. Discounted Tickets or Concessions)

	If Give-a-Ways Is Selected, Then Skip To Are you a male or female?	Skip Logic
	If On-Field Promotions Is Selected, Then Skip To Are you a male or female?	Skip Logic
	If Fireworks Is Selected, Then Skip To Are you a male or female?	Skip Logic
	If Available Discounts (Ex. Di... Is Selected, Then Skip To Are you a male or female?	Skip Logic

Q6



Would you ever be persuaded to attend a game based on a promotion?

- Yes
- No



If No Is Selected, Then Skip To Thank you for filling out this survey... Skip Logic

Q7



If so, please rank these promotions in order of most likely to persuade you to the least likely to persuade you (1 highest, 4 lowest).

- Give-a-Ways
- On Field Promotions
- Fireworks
- Available Discounts (Ex. Discounted Tickets or Concessions)
- Other

Q1



Are you a male or female?

- Male
- Female

Q10



What is your age?

- 18-20

- 21-23
- 24-26
- 27+



Q13

If you have never attended a baseball game, then you wouldn't have been able to answer any of the other question. Thank you for your time.

Q9

Thank you for filling out this survey. Your participation is very much appreciated. Please click one more time so your data can be collected.

Table 1:

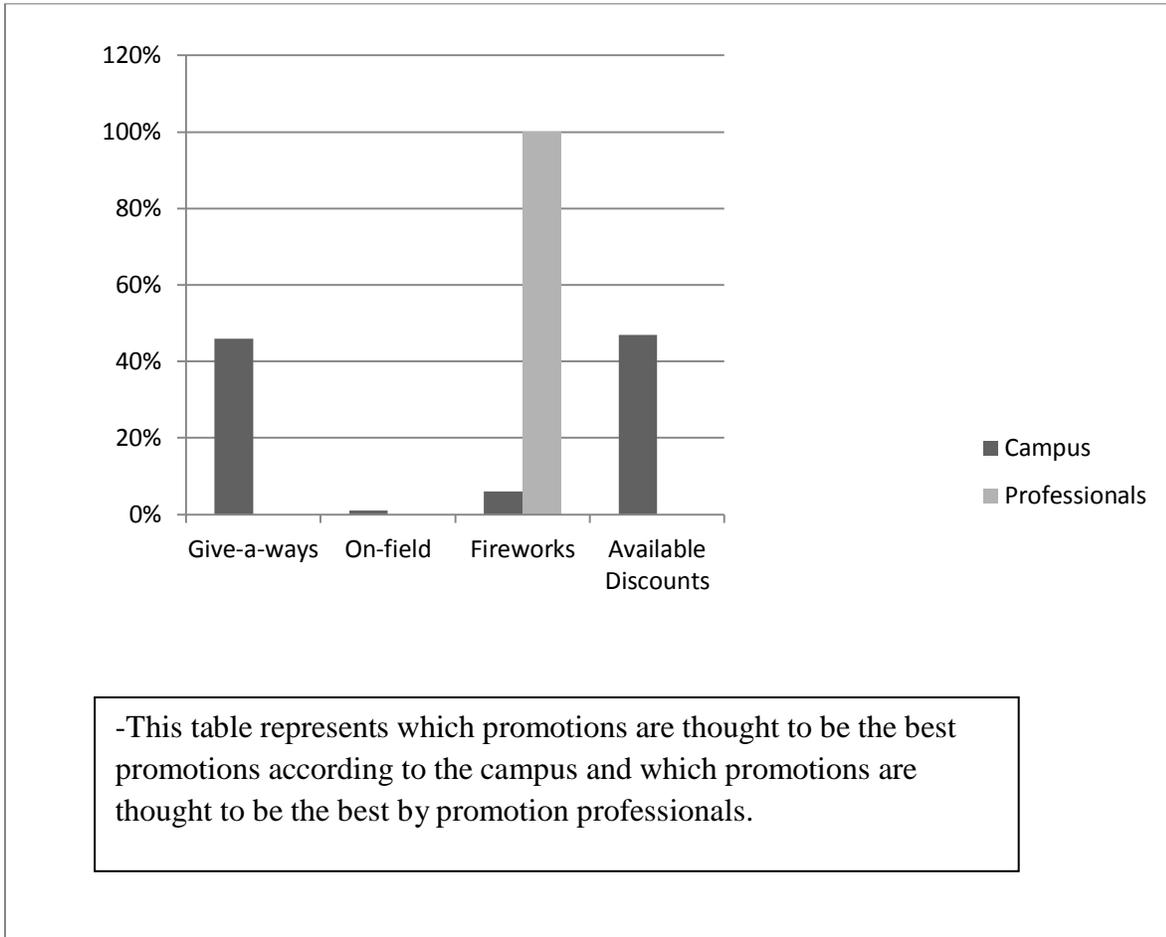


Table 2:

Would you ever be persuaded to attend a game based on a promotion?

		Are you male or female?		
		Male	Female	Total
Yes		24	53	77
No		0	0	0
Total		24	53	77

This chart is a cross tabulation of the question would you ever be persuaded to attend a game based on a promotion and whether they were a male or a female.

Table 3:

		What is your age?			
		18-20	21-23	24-26	27+
What types of promotions did you see?	Give-a-ways	41	26	1	4
	On field promotions	30	32	2	3
	Fireworks	20	20	1	0
	Available discounts	4	2	0	0
	Total	95	80	4	7

This is a cross tabulation between the questions what types of promotions did you see and what their age was.

Table 4:

What type of promotion was it that persuaded you to attend?	What is your age?			
	18-20	21-23	24-26	27+
Give-a-ways	17	12	1	2
On field promotions	5	3	0	0
Fireworks	23	8	1	3
Available discounts	19	16	0	6
Total	64	39	2	6

This is a cross tabulation between the questions what type of promotion was it that persuaded you to attend and what their age was.

Table 5:

What type of promotion was it that persuaded you to attend?	Are you male or female?		
	Male	Female	Total
Give-a-ways	19	13	32
On field promotions	3	5	8
Fireworks	14	21	35
Available discounts	12	24	36
Total	48	63	111

This is a cross tabulation between the questions what type of promotion was it that persuaded you to attend and whether they were a male or a female.