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**DESIGN AND IMPLEMENTATION OF
IMAGE RESEARCH FOR THE COLUMBIA METS**

by

Steven M. Solmonson

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Submitted in Partial Fulfillment of the
Requirements for the Degree of Master of Mass Communications
in the College of Journalism
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University of South Carolina
1992

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In a project of this type there are many people to thank. I will attempt to list as many people as possible, but for those not listed your assistance is not forgotten or unappreciated. For everyone involved, I wish to express my heartfelt thanks for your contributions to this project.

I would like to thank the United States Air Force and the Air Force Institute of Technology for giving me the chance to continue my education and undertake this endeavor. The lessons I have learned from this project will be extremely beneficial to my future as a public affairs officer. As my instructor at Squadron Officers School stated, "perception is reality." Thank you Bob Macy for planting the seed that gave birth to the idea for this project. Any organization, be it governmental, non-profit or commercial enterprise, should perform a perception check every once in a while. The United States Air Force, General Motors, the American Red Cross, the YWCA or even the Columbia Mets, can benefit from checking the public's perception of their performance. How others see us or our organization is reality in their minds and attitudes.

I owe a great deal of thanks and appreciation to the staff of the Columbia Mets. I thank Dr. Eric Margenau, Owner/President of the Mets and president of United Baseball, Inc., for allowing me to work with his club and staff. I am extremely grateful to Bill Kuehn for his his help and encouragement with this project. All the best to you and Norma in Kenosha. I want to thank Jeff Reeser, former general manager, for his help with this project. I am indebted to Bill Shanahan, who came on-board as the Mets new general manager. It has been a privilege getting to know you and working with you. Columbia and the Mets are very lucky to have you at the helm. I also owe thanks and appreciation to the following kind people at the Mets for putting up with me, and on occasion sharing wings at either D's or Hooters: Bob "Captain" Hook, Flynn Bowie, Matt Roy, Pat

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O'Brien, Jeff Hyde and Erin Lonergan.

Captain, keep the grass green and all the the best big guy! Flynn, keep the gun well oiled and the Diamond Girls straight. Matt, all the best, you have a great future ahead of you. Pat, Jeff and Erin, it was fun being interns together. All the best to each of you.

Last, but not least, I owe a tremendous amount of thanks to the pirate from Pittsburgh, Matt Gowarty, assistant general manager. What can I say Matt, you have been a great help in this project, but most of all you have been a great friend! I can never list all the thanks I owe you, but I can thank you for being such a great person and a dear friend. Remember, the door is always open and the beer is always cold.

Thank you all for a championship experience! My life will always be richer for knowing and working with each of you.

I could not have accomplished this project without the help of some great volunteers: Susan Duncan, Linda Ashby, Becky Colaw, Lee Woodbury, Jr., and Sabrina Brewster. You were all extremely helpful in my completion of this project and I will always be grateful for your efforts.

To my professors, Dr. Robert "Minnesota" Jones and Dr. Richard Uray, thank you both for your support, wisdom, guidance and friendship. This project and my life have been enriched by knowing and working with each of you. Thank you again gentlemen. It was a pleasure.

Finally, this project is dedicated to the most important and special person in my life, my wife Diane. God blessed you with an abundance of patience in putting up with my love baseball, baseball cards, anything to do with baseball and this crazy project with what else, baseball! If you can find a theme here you should discover I am extremely passionate about my love for a couple of things in life. Yes, baseball is one of them. But, the other passion in my life is you and the two beautiful children you have given me. As Lou Gehrig (my hero) said, "Today, I consider myself the luckiest man on the face of the earth." Lou had a very special lady in Eleanor, as I have in you. Thanks for putting up with me "Bunkie." I cannot forget thanking Noel, the late GiGi and Goldie (my dog and cats respectively) for keeping my feet warm as they slept and I typed. By the way, Lauren and

Kyle, fire up the Nintendo, dad is ready for some Super Mario!

For some people the best season is winter, or summer, or spring or fall. But for me, the best season without a doubt is baseball season. Play ball!

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I. INTRODUCTION

Banks, department stores and many other industries have conducted consumer or audience research for years. The use of in-house consumer and audience research has provided necessary and valuable information on the trends and patterns of target groups and audiences for decades. In-house research has also provided corporations and organizations with a mirror in which to see how they are perceived by the public. This latter type of research is emphasized in this image research project designed for the Columbia (South Carolina) Mets baseball team.

The Mets have a serious attendance problem. According to September 14, 1991 article in The State newspaper, last season the Mets failed to draw 80,000 fans to the ballpark for the first time since 1984. (1) Last season was the second worst year in attendance in the nine-year history of the club. The attendance problem was especially severe because it followed a \$1.5 million renovation to Capital City Stadium, a championship team and record attendance in minor league baseball across the nation.

Minor league baseball attendance figures have increased throughout the nation each year since 1986. According to the National Association of Professional Baseball Leagues Inc., attendance for all minor league teams has increased by almost seven million fans from 1986 to 1990.

The Columbia Mets play in the South Atlantic League. The SALLY league's attendance figures also have increased every year since 1986. The Columbia Mets on the other hand, saw their attendance figures rise each year from 1986 to 1988, but experienced a drop in attendance of almost 30,000 fans in 1989. The attendance increased by almost 14,000 fans in 1990 and dropped by almost 20,000 people this past season. Again, this was the worst attendance record since 1984 for the Mets organization.

According to former general manager Jeff Reeser in an April 15, 1991 article in The State newspaper, the Mets needed to attract 100,000 fans last season to break even financially. (2) They had their share of problems due to weather. The team lost 12 games to rain outs and 31 other games were threatened by rain. The Mets were unable to sell out a single game last year. According to articles in The State newspaper, promotions and giveaways were almost nonexistent last season.

Reeser was quoted in a September 14, 1991 article in The State newspaper entitled "Empty victories at new ballpark normal for Mets," as saying his promotional budget "dwindled to about \$30,000 from an estimated \$70,000 at the start of the season." (3) The problem of fan attendance was recognized by city and state officials and The State newspaper in their August 11, 1991 article "Management hopes survey helps solve mystery of disappearing fans." (4) The complete newspaper articles are contained in Appendix D.

Due to a limited budget and the lack of commonly shared fan oriented sports research, the Columbia Mets had no choice but to conduct their own survey. Fixing the problem of fan attendance was compounded for the Mets due to an absence of research and records in the organization. With five general managers in five years and a constant turnover of front office personnel, the Mets lack an information base, cumulative research material and other information to help correct this problem. It is the purpose of this project to provide the Mets organization with a picture of how the public sees the organization and the strengths and weaknesses of their operation. The study will also provide a solid foundation for future research in the marketing and public relations efforts of the Mets.

Chapter Two is a review of the literature concerning public relations and baseball. The literature concerning image research in baseball is nonexistent. To fully understand the value of image research, a baseball team must be knowledgeable about the dynamic role of public relations and baseball. Chapter Three is a discussion of the methods used in this project. Chapter Four contains detailed results from the study with an item by item analysis of survey outcomes and finally, Chapter Five contains some conclusions and recommendations for continued research by the Columbia Mets.

Chapter Notes

- (1) "Empty victories at new ballpark normal for Mets" The State newspaper, Saturday, September 14, 1991. Pages 1A and 6A
- (2) "Mets games more than just baseball" The State newspaper, Monday, April 15, 1991. Business insert pages 8-9
- (3) "Empty victories at new ballpark normal for Mets"
- (4) "Management hopes survey helps solve mystery of disappearing fans" The State newspaper, Sunday, August 11, 1991. Page 4C

II. LITERATURE REVIEW

The author found that the literature concerning fan surveys and image research in baseball is nonexistent; however, a lot of valuable background material is available that gives a more global sense of public relations and baseball. The literature surrounding baseball, public relations and community relations suggested ways in which to format and develop this image research project.

One of the problems encountered by the Columbia Mets is a lack of research material in baseball concerning this subject. To properly understand the role and function of public relations in baseball, the author believed it was imperative that the literature involving all forms of public relations efforts involving baseball be reviewed. In order to design and implement an image study for the Columbia Mets, a working knowledge of the dynamics involved with fan attendance was a must.

Quite a few things have been happening in professional sports, including baseball, that fall under the umbrella of "public relations." The relationship between a sports team and its community has become a key to the financial success of many baseball teams. The review of literature concerning public relations, community relations and even media relations in baseball, has been a useful supplement to this project and the problem facing the Columbia Mets.

In 1990, the National Association of Professional Baseball Leagues, the minor leagues, drew 25,244,569 fans. This is the highest single season attendance figure ever. The next largest figure goes back to when the minors drew 24,024,373 fans. In 1952 there were 324 minor league baseball clubs and 16 major league clubs. In 1990 there were many fewer minor league clubs -- less than 200 -- and 26 major league clubs.

A 1988 Money magazine survey found that spending a day at the ball park can mean big bucks to the average fan. "It cost nearly as much to boo the Pirates as it does to shout bravo at Puccini. Tickets are only part of the drain. A 14-ounce beer costs \$2.50 in Philadelphia, and a San Francisco Giants cap will set you back \$10. For the best seats in the park, parking, four hot dogs, two sodas, two beers, popcorn, a pretzel, peanuts, a pennant, cap, T-shirt and program, a ball game will run from a low of \$65.75 at Dodger Stadium to \$89.95 at Fenway Park." (1)

According to the authors of Sport\$biz: An Irreverent Look at Big Business in Pro Sports, sports has become a modern, money eating, merchandising monster. American are spending enormous amounts of money on sports entertainment. The authors cited a 1987 Sports inc. study which tried to determine the total amount of money spent in the United States on sports. The figure was almost out of a Pentagon budget session according to Sport\$biz. "The magazine pegged the gross national sports product at \$50.2 billion. Believe it or not, that's more than this country spends on coal, oil and cars." According to the authors figures, it works out to be about one percent of the gross national product. That means that out of every one hundred dollars changing hands in the U.S., a dollar finds its way into sports. (2)

"As a leisure good, baseball, like many other traditional products, must compete in an increasingly differentiated and segmented market," according to the authors of the book Baseball Economics and Public Policy. "Consumers today are faced with a wide array of activities that compete for their leisure time and discretionary dollars. As personal incomes rise, people tend to allocate a larger and larger share of their income to leisure goods. Whereas the local movie theater, the Saturday night dance, and the Sunday afternoon baseball game used to be staples of entertainment, today people have available a wide variety of both participant (tennis, skiing, bowling, backpacking, and so forth) and spectator sports (basketball, hockey, football, soccer, and so forth)." (3)

As baseball continues to compete for the consumers time and dollar, the packaging and promotion of sports has become a special segment of the wide field of public relations. In the book Public Relations: Strategies and Tactics, the authors compare today's modern athlete with the movie stars of Hollywood's golden age. "Sports have a highly exploited star system in which colorful individual athletes are publicized as energetically as contract film stars of the major motion picture studios once were. A study sponsored by a brewery in the early 1980s found that nearly 70 percent of Americans watch, discuss, or read about sports daily. As a result, a special field of sports public relations has developed, using the same principles as other entertainment publicity, but with angles all its own." (4)

A few years ago, Bill Shanahan was the general manager of the San Bernardino Spirit, a Class A minor league baseball team not far from the lights and glitter of Hollywood. It is a farm

team for the Seattle Mariners. Shanahan agrees that baseball is part of the entertainment business. "This is a business. It's not the old days of minor league baseball like in the television commercial with the dog running around after the player, or when you opened the ballpark and got two hundred fans in. We market baseball as an entertainment product. We are an entity of entertainment and business that just happens to have ballplayers on the field," he added. (5) Shanahan is currently the new vice president and general manager of the Columbia Mets.

According to the authors of Public Relations: Strategies and Tactics, "Many ordinary people leading routine lives yearn for heroes. Professional and big-time college sports provide personalities for hero worship. In addition to admiration for individual performers, members of the public develop a vicarious sense of belonging that creates support for athletic teams. Sports publicists exploit this feeling in numerous ways. A winning baseball team becomes 'our' team in conversations among patrons of a bar. To signify their loyalty, children and adults alike wear baseball caps bearing the insignia of their favorite major league teams. Enthusiasts decorate their automobiles with bumper stickers and license-plate holders bearing the name of their favorite team." (6)

The authors of Baseball Economics and Public Policy state, "Baseball, more than any other sport, is known for its fans who can recite statistics, such as the batting averages of all the top players of the 1937 Yankees or the sequence of plays that won the third game of the 1962 World Series. Such a depth of knowledge ordinarily would not be associated with something that is considered only an entertainment or diversion. Rather, for these fans, baseball serves as a hobby of sorts. For other fans, baseball is a symbol of community identification. Bostonians could walk a little bit taller when the Red Sox won the American League Pennant in 1975, and unfortunately they could commiserate with one another when the team lost the World Series. New Yorkers in the mid-1960s, on the other hand, developed an unusual camaraderie through identifying with their underdog Mets." (7)

Teams are finding good public relations programs do not just happen: successful PR programs are well planned and well organized. The book Modern Sports Administration (8) gives a number of specifics: "No sports organization can achieve its maximum potential today without a multi-faceted public relations program, which should include an enthusiastic and dedicated staff; a

close relationship with all segments of the community, including the key people in business, education, government and religion; participation in community affairs; serving as a source of information; working closely with members of the media; and striving for effective public speaking."

Good customer relations is smart business, especially in baseball according to Mason and Paul. "The successful sports teams will be those that stress public relations, especially on a one-to-one basis. It is important that the spectators be made welcome and feel that management is pleased that they are attending a game, and that they are special. It is hoped that a pleasant usherette who helps the fans find their seats, a hustling, enthusiastic hawker and a mascot who is nice to the young children and pats them on the head, will help make the spectators enjoy the experience of attending the game and want to return." (9)

Enticing fans into the ballpark has become an art form in the past ten years. Marketing people in both the American and National League said the Oakland Athletics "revolutionized - the way baseball is sold to the public," in 1981. If you remember "Billyball," the Oakland A's centered their 1981 marketing and PR campaign around the feisty manager Billy Martin. "Billyball" became a symbol of "aggressive, derring-do baseball," according to an article in Advertising Age magazine. According to the article, the teams most capable of "enticing" fans into the ballpark are: the Chicago White Sox and Cubs, Kansas City Royals, Cincinnati Reds, Los Angeles Dodgers, the Philadelphia Phillies and Oakland. Rather than just opening the doors to the ballpark, several teams are packaging their teams like Proctor and Gamble would package Tide-- anything to get the fans in the seats. (10)

But while the marketing brains in baseball think "play ball" now means "marketing hard ball," the public relations staff cannot forget the value of good old-fashioned "customer service." According to Modern Sports Administration, the largest percentage of people who abandon a team and quit coming to a ballpark do so because the administrators, staff and employees at the games were indifferent to the customers. (11)

The relationship of a baseball team with its community is a "hot" issue of debate currently in Detroit. There have been rumors there that the Tigers ownership wants to move out of

downtown Detroit, leave historical Tiger Stadium and go to the suburbs and a new playground. The Tigers play in an extremely tough part of town. In an article written by Darrell Berger for Baseball Hobby News, he wrote that one longtime Tiger fan feels that part of reason Tiger management want to leave the city is because of the large black population around the ballpark. The fan told Berger he did not mean to be racist, "But blacks just don't go to the ballpark." (12)

This comment lead Berger to ask in his article, " Yes, few blacks come to the ballpark. But what effort has been made by the Tigers to improve relations between the team and its neighborhood? Do they have an outreach program like the Dodgers? Do they give help to kids' leagues in the city? Are the Tigers good citizens of Detroit or are they just there to sell tickets? What does it mean for a nation to abandon its large cities to a permanent life of crime and poverty? What does it mean for its small cities to die from lack of interest? What responsibility do corporations, including sports teams, have to the community?" (13)

When anyone mentions community involvement to Dave Perron, Oakland's director of community affairs, he will be the first to tell you that Oakland is the biggest and the best in the business. "We have thirty to fifty community programs, from food drives and book drives at the ballpark and CPR Saturday's and a Cops' Corner, which are not unique to this team, to some very unusual things. We have a project called the mammal project where we bus kids - inner- city kids who never get the opportunity to do this - out to the Marin headland for a day of education in the mammal center out there, a hospital-resort for wayward and sick sea lions, sea otters and so forth. We have Black Adoption Night, where we're encouraging black families to look at the critical need for blacks to adopt blacks. We have a reading program in the summertime. When the kids complete ten books we give them a free ticket to a ball game. I can go on and on." (14)

During his interview in the book Baseball Lives, Perron calls his job "cause marketing." "I'm really the candy man in this place. I am not bringing in any revenue. It's all expenditure. I go through probably 550 letters a year - everything from the Boy Scouts to convalescent hospitals to the Association for Mothers' Milk - asking for tickets." Perron estimates he gives out a hundred thousand tickets a year, "and our marketing people are trying to sell these tickets," he added. But Perron says the marketing people understand that the team benefits from this program "because it's good community relations." (15)

Community involvement does not just happen, it is a commitment made from the leadership of the team. Oakland owner Walter Hass was the subject of a past issue of Fortune magazine which mentions his feelings about players performing volunteer work in the community. "He doesn't force us to get involved in the community, but he really helps, by flying players back to Oakland during the off-season for public appearances," stated Oakland pitcher Dave Stewart. Stewart has won Oakland's Community Service Award two of the past three years because of his work with underprivileged inner-city youths according to the article. (16)

The A's are doing things right in the community, but they are also doing things right at the ballpark. Oakland has changed their multi-purpose stadium into what is called "Baseball-Land." "A ball club isn't just a team, it's an entertainment entity or a lifestyle medium, much like Disneyland," says Oakland's marketing expert Andrew Dolich in the same Fortune article mentioned earlier. Dolich said their marketing research indicated they should make the ballpark a more pleasant place to be. The A's spent millions improving the stadium, concessions, the sound system and added a great color television screen. The television screen has been the home of Oakland's computerized "Dot Racing," (the computer pits randomly programmed red, blue, and white dots in five-lap races around an animated race track) a fan favorite. (17)

But, the A's also improved on the time-tested value of good customer service. They added tables to the bathrooms with free diapers, bearing the A's logo, and opened a new concession area called "Family Place." Stocked with mechanical elephant rides, "Crayola Corner and Lego Land," the A's created a place for parents to be with their children during part of the game. The A's did not forget about the parents either. They installed television monitors so they will not miss the game.

But according to Dave Perron, "No matter how much you do in community affairs, how much you do in marketing, how good the promotion is, things work better, food tastes smoother, smiles are a little wider when we win." (18)

Winning is something the Los Angeles Dodgers have known for years. The Dodgers public relations staff has created an image for their; "Dodger Blue." The Dodgers want the fans to feel "Dodger Blue" when they win and bleed "Dodger Blue" when they lose. (19) By the way, "Dodger Blue" developed because it is the predominant color of their uniforms. Tommy Hawkins,

vice-president of communications for the Dodgers, oversees publicity, promotions, marketing and community services in his position. Hawkins agreed with Dave Perron of Oakland on the importance of a winning ball club during an interview in the book Baseball Lives.

According to Hawkins, "The baseball is ultimately important to what we do here because if the team is unsuccessful no matter how good we are at what we do, we're unsuccessful. It's a numbers game, putting people in the stands, making them comfortable. Yes, we sell 27,000 season tickets a year and that would be humongous for some teams, but we have a stadium that seats 56,000. We want to fill this park. We're not satisfied with 30-35,000. We want to bring over three million people a year into this park and there have to be special days, group sales, marketing, publications to keep the product in front of the people, a courteous staff of people who take care of our guest in one of the most beautiful surroundings in the world," stated Hawkins (20)

Hawkins and the Dodgers understand the value of customer service and work hard at it to bring to the ballpark. "This is Los Angeles. This is Tinsel Town! We can't sit back and take for granted that they're going to come here because we have a clean ballpark and a pretty good team. The food has to be good. The entertainment has to be good. This is our home. The trees that you see on the hills, the stands, the parking, everything. We invite you into our home. What people don't like is to become just a number, part of a herd - move 'em in, move 'em out. We strive to maintain the human touch," said Hawkins. "There's a Dodger way of doing things," he added. (21)

The "Dodger way" of doing things has not gone unnoticed by other clubs. In baseball circles, the Dodgers are known as the "McDonald's" of baseball. According to Pat Gallagher, senior vice president for business operation for the San Francisco Giants, "Every time you go there you have a pretty good idea of what the experience is going to be like. When you drive into Dodger Stadium there's a smiling person there to direct you. When you walk up to the gate there's a ticket taker there who smiles and tells you where you are supposed to go. When you want to get something to eat it's easy and convenient. When you walk out you're not worried about whether your windshield is broken or whether some jerks are going to charge you to get back in your car." (22)

The value of running a smooth operation is also well known by the Phillies baseball club in Philadelphia. In the book Administration of Physical Education and Sport Programs, the author describes the attitude of the Phillies organization. "The goal is to use promotions to get the fan to the stadium and then to present an exciting and smooth operation to entice the fan to come back. To do this, the ticket price has to be competitive, the rest rooms clean and well located, the scoreboard and public address system appropriate, and concessions appealing." (23)

In the Minnesota Twins' 1990 yearbook, five entire pages are devoted to informing the fans about the Twins community involvement. The Twins did something in their yearbook that this researcher found to be extremely rare after looking through dozens of other team publications. The Twins started their "community relations/affairs" section of the yearbook with a letter to the community, signed by Carl Pohlad, owner, Jerry Bell, president, and Greg Gagne, player representative. The letter begins by saying the Twins are committed to providing championship caliber baseball but, "a successful team cannot be measured by wins and losses alone. In addition, a team is measured by its level of commitment to the community that supports it." The letter closes by thanking the fans for their support and says, "Through our involvement in the community, we attempt to give back to our fans in return for the many memories our fans have given us." (24)

The Texas Rangers are another example of a baseball team heavily involved in their community. In the Rangers souvenir program, fans are given a sample of the Rangers involvement with several civic organizations in the community. They participate with the American Lung Association in a bowling tournament, and with the Big Brothers for a celebrity golf tournament. (25)

The Seattle Mariners have gone through a complete change in ownership and philosophy in the past few years. The "New Seattle Mariners" are dedicated to making the Pacific Northwest a great place to call home. The organization ensure that players, coaches and staff are involved in community activities. In the 1990 edition of Mariners Magazine, a special section is reserved for community relations. (26)

The Mariners are one of the teams that are very involved in public education. The Seattle Public School system created a program called Partners in Public Education (PIPE). The program according to the Mariners Magazine, now links 61 schools with 90 business and community

partners. The Seattle Mariners have been partnered with Beacon Hill School for the past years, and according to their magazine, "The relationship has been rewarding for both the M's and the students and teachers of Beacon Hill. (27) The PIPE program is a compliment to a new program the Mariners started called "Role Models Unlimited."

According to Tommy Hawkins of the Los Angeles Dodgers, mentioned earlier in this chapter, "The corporate world is coming closer to the sports world in understanding what the two have in common: teamwork." (28)

The corporate world is matching their work with the right sports team for what is now being referred to as "Sports Marketing." According to an article in Savings Institutions magazine, "More and more savings institutions and other companies are finding that they can capitalize on this nation's love affairs with sports by linking their names with popular events, teams and players. A growing trend - sports marketing - allows companies to cash in on the broad appeal of athletic activities. Through sports marketing, saving institutions are able to bask in the good will generated by their visibility in the community and fulfill their goals to be seen as good corporate citizens." (29)

According to an article by Donna Lynn in Public Relations Journal, "The success of sports marketing programs seems to depend on matching the right sports with the right mix of public relations objectives." Lynn gives an excellent example, in her article, of corporate sponsorship in baseball involving IBM. "IBM first became involved with baseball through the Baseball Hall of Fame. Computers and statistics were a natural tie-in. It has now expanded its sponsorship to joint activities with all 26 major league baseball teams including local business-to-business customer entertainment and student pennant races. Specified game feature hospitality tents where IBM business customers can mingle with players, get autographs, and eat prior to the game. The student pennant races program gives 1,000 kids in each major league team's area tickets to a specified game. The youngsters can each bring one adult. Both of these programs are supported by local publicity and advertising." (30)

"Big Blue's major goals are increased sales and improved community relations through community involvement, says Hilary Mark, vice president of DelWilber and Associates, a sports and special-events firm, based in McLean, Virginia. IBM wants to be perceived as less

impersonal, and the cities with major league franchises match the markets the company wants to target, she adds." (31)

IBM is not the only company which has discovered the rewards of corporate sponsorship. The Equitable Financial Company hit a "grand slam" with their Equitable's Old-Timers' games. Equitable's goodwill gimmick was covered in an article in Business Week magazine. "The game was a mixture of nostalgia and laughs. For Equitable it was an unorthodox gamble to create goodwill and generate business. It's a lot of fun for the fans, and it generates tons of favorable publicity for Equitable." (32)

In Seattle, Boeing Company has been working with the Mariners to build one complete baseball facility each year since 1985 to aid boys and girls in learning to play baseball. The project is called the "Junior Mariners Athletic Field Program," and is one of the most ambitious projects in all of sports according to Mariners Magazine. The Mariners and Boeing have announced their commitment to continue the program through 1993 and believe the fields will pay off as a long-term investment in the youth of the Pacific Northwest. (33) The Mariners also have a Honor Student Program that is co-sponsored by the Seattle Post Intelligencer. The program is going into its fifteenth year and in 1990 it provided over 80,000 free tickets to Washington's finest students. (34)

In Buffalo, New York, Bob Rich, Jr., wants to bring major league baseball to the city. To even stand a chance, Rich believes he has to put some fantastic attendance figures on the board with his triple-A Buffalo Bisons (the article was written before the two new expansion teams were named for Colorado and Florida). In an article in Nation's Business, Rich said "The challenge, of course, was selling minor-league ball to a town with big-league aspiration." Rich says he can't market players like Don Mattingly the way the Yankees can, so he has to market the experience. In order to help sell the "Bison experience." Rich enlisted the services of Charles Barcelona, president and chief executive officer of Peter J. Schmitt Co., which owns Bells supermarket chain. "Barcelona got involved in Rich's voluntary season-ticket sales force, in which the city's leading business figures were out hawking tickets." (35) The effort worked well, Buffalo set a minor league attendance record in 1988 with over one million fans. Their attendance figures that year

were better than those of three major league clubs according to the article.

The practice of having area business leaders help sell interest in the local ball club is not a new one. The Minnesota Twins' Gemini Club, is patterned after the Kansas City Royal Lancers, the leading volunteer sales force in all of baseball. According to the 1990 Twins Yearbook, "The Royal Lancers were formed in 1969 after Charles O. Finley moved his team to Oakland due to low attendance. Ewing Kauffman, a local Kansas City businessman, applied for and received an expansion franchise and quickly appealed to the business community for help. They responded by forming a volunteer season ticket sales club and named it the Royal Lancers. This group, now in existence for 21 years, inherited a season ticket base of less than 2,000 and built it to its present state of 15,000 season tickets." (36)

The Twins formed their group, the Gemini Club, in 1988. The group consists of more than one hundred men and women from the business community. "The mission statement of this group is to keep major league baseball financially stable in the upper midwest.." (37)

The materials above indicate how baseball has taken its place among the entities in the "entertainment" business. Baseball is a form of entertainment that just happens to have players on the field. Much like McDonald's wanting people to believe in "Food, Folks and Fun," baseball has been working to get people to "catch baseball fever." During this literature review it was found that one of the main forces behind making the "turnstiles" click, and the cash registers ring, are baseball's public relations people.

In the world of professional sports, public relations people are a team's "window" to the fans and the community. But, public relations also reflects what the community is saying and feeling about the organization. This review set the stage for undertaking an image survey for the Columbia Mets baseball team. The author believes that throughout this literature review are excellent examples of programs, ideas and activities from around the world of baseball that might be beneficial to the Columbia Mets. Understanding the dynamics of fans, baseball and public relations was necessary to the planning of specific research and gave the foundation upon which the Mets project was built.

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III. METHODS USED IN THE PROJECT

Preparation and Design

The Columbia Mets image research project was based in part on the review of the literature just described. It also was based on several interviews with the management of the Columbia Mets. Further, the researcher gained worthwhile experience working with the Atlanta Hawks professional basketball team with a recent fan survey.

The interviews with the Mets front office helped in designing the specific survey questions and in planning the study format: Mets management, for example, was especially interested a basic demographic profile of attendees. The survey was also designed to provide specific information regarding the image of: Capital City Stadium, marketing and promotions, operations, purchasing and stadium employees. Survey questions were pre-tested in a small sample survey before the actual project was started. Some revisions in the questionnaire were based on these results. Sampling frames were selected for the project with the assistance of the Columbia Mets staff. Implementation of the survey involved training student volunteers largely from the University of South Carolina's College of Journalism and Mass Communications and the Department of Sport Administration as interviewers. All volunteers were supervised at all times during the actual survey process. All interviewers used in this project were students who were very interested in this field of research. The survey was conducted from August 6 through September 5, 1991.

Survey Technique

The sample selection scheme used for this survey was a modified probability approach. The population in this study was defined as all Columbia Mets attendees for the 1991 season. Respondents were selected to provide a systematic sample of that population.

Games were selected from each day of the week. Also, promotional and non-promotional dates were selected for the survey. The sample plan used predetermined sections of the ballpark to provide a representative sample of box seat, reserve and general admission attendees. Before starting to interview on each date, each interviewer was assigned to sections of the ballpark. Each was instructed to select row and seat locations on a rotating odd/even system to reduce any respondent selection bias. Use of predetermined seat locations would not work for Capital City Stadium because of the difference in ticket operations between a minor league baseball club and a major league baseball club.

First, general admission tickets do not have any type of assigned seat location on the ticket. It is festival type seating for general admission. Secondly, using predetermined seat locations for reserve and box seats did not allow for surveying walk up customers that purchased their tickets just before the game started. This was the primary mode of purchasing tickets for Columbia Mets games. Another problem encountered with this idea was selecting a seat location where no one showed up for the game or where they had moved to another seat. This idea was also killed by the first rain delay of a game. Once it started to rain, all attendees moved to the only covered area in the ballpark. This eliminated any use of predetermined seat locations. The use of selecting sections within the ballpark and random selection of rows and seats was the only workable choice for the situation. Again, the use of random seats within random rows cannot cover all the fans attending a game because of the large number of general admission seats at Capital City Stadium.

The students and volunteers administering the survey collected the completed surveys. This procedure guaranteed completion and return of the survey. The individual students and volunteers were also available to answer questions about the survey, or to refer any problems or concerns voiced by the respondents to the appropriate personnel. Upon completion of the survey, each respondent was given a free ticket to another Columbia Mets home game. The tickets were provided by the Columbia Mets management as a visible enhancement for completing the survey. The free ticket also demonstrated that the Mets appreciation for completing the survey. The use of free tickets as a gift or premium for completing the survey helped to make the respondents feel special about being chosen and showed that the Mets really

cared about their opinions.

This image research survey was conducted at seven home games during the 1991 Columbia Mets baseball season. Each day of the week was surveyed in order to obtain a representative sample of the Mets fans. The surveys were conducted on the following dates:

Monday: September 2 vs the Augusta Pirates

Tuesday: August 6 vs Augusta

Wednesday: August 21 vs the Fayetteville Generals

Thursday: September 5 vs Augusta

Friday: August 9 vs the Charleston Rainbows

Saturday: August 24 vs Fayetteville

Sunday: August 11 vs Charleston

Some of the proposed dates of the survey were lost due to rain outs in July and part of August, but the surveys were rescheduled. The students and volunteers started conducting the survey at 6 p.m. during night games and one hour before the start of afternoon games. The completed surveys for each game were usually turned in to the project designer by the seventh inning. The surveys took approximately 10 minutes for each respondent to complete. The goal going into the project was to administer 125 on each date for a total of 875 surveys. The project came very close to the goal by conducting 774 surveys, amounting to just less than 1 percent of the Mets total home attendance for the 1991 season.

Upon completion of the surveys, the project designer reviewed all 774 forms for coding. A coding key was developed for use by the project designer to allow for transfer of the responses

on the survey from raw data collected to state of the art Scan Tron forms (Data Collection Form # F-1114-USC) for tabulation. Each survey consisted of transferring up to 56 possible responses to the Scan Tron form. This means that there could have been up to 43,344 coded entries made by the project designer. Of this possible 43,344 coded entries, seven errors were encountered by the university computer when scanning the forms. All of the 774 surveys were coded to Scan Tron forms by the project designer.

Any and all written comments on the surveys were broken down by the project designer and were recorded in the "Fan Comment" chapter of this project. The amount of comments made by the fans was consider exceptional. More than 30 pages of written responses were recorded for use by the Mets management.

For a first time project, this image survey should serve as a foundation for future research by the Columbia Mets. The investigator did not use inferential statistics for this project. The results are provided as an exploratory and descriptive study.

Questionnaire Rationale

The questionnaire was designed to be as simple as possible for the respondents to fill out. The questions were designed to provide for a descriptive survey. A descriptive survey attempts to measure and describe what attitudes or perceptions exist at the time the survey is administered. The questions were designed to provide a mix of open ended, closed ended and some Likert Scales.

The instrument was, in part, drawn from ideas and questions contained in surveys conducted by the Pittsburgh Pirates, Cleveland Indians and Detroit Tigers. Several items dealing with community relations questions were developed by the investigator in consultation with the client.

Questions 1 and 2 were simply designed to obtain information on how many Mets games respondents attended during the current season and the past season. Both questions were

designed as open ended. Question 3 was designed to find out whether a respondent is a season ticket holder or not. Question 4 attempted to measure the effectiveness of promoting and advertising Mets games. Questions 5 and 10 were provided to obtain information on how many people attended the game with the respondent and how many children , 14 and younger, attended. Question 6 through 9 gathered some basic demographic information such as approximate age, sex, marital status and ethnic background. Questions 11 and 12 also asked for additional demographic information such as education level and household income.

Question 13 was designed to obtain zip code information to obtain a breakdown of respondents geographic residence. This information can assist the Mets front office for advertising and promotional purposes. Questions 14 through 17 obtained respondents ratings on various elements of the Mets operation. The questions were designed with a Likert Scale for response. Choices were provided between poor (1) and excellent (5) to obtain a mean score on the ticket office, novelty/souvenir, concession and other stadium operations. Question 18 obtained respondent information as to what would motivate fans to attend more Columbia Mets games. With Mets attendance on a decrease for this past season, this question asked what the Mets could do to entice fans to return to the ballpark.

Questions 19 and 20 attempted to obtain whether respondents felt they were getting their money's worth at a Mets game and how enjoyable they would rate their experience. Question 23 was also designed to be part of this group of questions, to obtain information concerning the Mets front office and their efforts of making fans feel appreciated and welcomed at the ballpark.

Question 21, 22, 25 and 26 involved obtaining information on the community relations efforts of the Mets. The three questions asked for the respondents sense of community identification, community pride and loyalty and how the respondent rates the Mets level of community involvement. Question 25 was based on a quotation from the 1990 Minnesota Twins yearbook and was designed to obtain a sense of the respondents personal opinion on how a successful team is measured; by wins and losses alone or by its commitment to the community that supports the club.

Question 24 was designed to measure brand loyalty by respondents to Mets sponsors versus non-Mets sponsors. Finally, question 27 was provided to give respondents a chance to provide

any additional messages to the Mets front office that other questions may not have provided. A complete copy of the questionnaire is provided in Appendix B.

IV. DETAILED RESULTS

The main results of the survey are presented in the following pages in what is called an "item analysis" format. Each question from the survey instrument is listed with the detailed results following the question. At the end of this chapter additional tables are shown for each question giving the outcomes for both "All Fans" and "Season Ticket Holders." This type of presentation was selected in consultation with the client. This style of presentation was used in the Cleveland Indians fan survey mentioned earlier and was favored by the client and the investigator.

The client wanted a clean, easy-to-read-and-follow style of presentation for the detailed results of the survey. Incidentally, the client was very pleased with the entire style of presentation and with the many, actionable results of the survey. At the start of the 1992 season, the Columbia Mets began to put the information gained from this project to use in an effort to help increase attendance. A copy of a news release sent to local media from the Columbia Mets is attached at Appendix A to demonstrate how the Mets are using the survey results and fan comments to make changes at the ballpark. An article discussing some of the changes fans will see in 1992 also appeared in the Mets yearbook this season. The article can be found at Appendix E.

ITEM ANALYSIS

1. HOW MANY METS HOME GAMES DID YOU ATTEND LAST SEASON (1990)?

The mode for this question among "All Fans" was zero Mets games attended in 1990. Of the 762 people who responded to this question, 311 fans, or 40.8%, did not attend any Columbia Mets home games in 1990. Of the 44 "Season Ticket Holders" surveyed as part of the "All Fans" total, the mode for 1990 home games attended was also zero. Seven season ticket holders, or 15.9%, did not attend any Mets home games during the previous season. 12 people did not answer this question. The complete results of this question can be found at Tables 1-1 and 2-1.

Combining the results of this question with the results of question 2, indicates that the Mets had a lot of fans that attended at least one game this year, but none in the previous year. It is vital that the Mets develop some type of system to track first time attendance. One way to do this might be to have a fan relations booth or area within the ballpark. The Mets could use this system to record the name and address of first time attendees and verify the information by recording their social security number or divers license number into the computer. The booth could be used for handling out organizational information such as team schedules or promotional material.

2. HOW MANY METS HOME GAMES HAVE YOU ATTENDED THIS SEASON (1991)?

The mode for this question among "All Fans" was one Mets home game attended this season. Of the 761 fans who answered this question, 249, or 32.7%, had attended only one Mets home game during the current season. When combined with the amount of fans that had attended two home games, 379 people, or 49.8% of "All Fans" had attended two or less home games in 1991. Among the 44 "Season Ticket Holders" surveyed as part of the "All Fans" total, the mode for this question increased to two home games attended during the current season. Five season ticket

holders, or 11.4%, had attended two Mets home games in 1991. 13 people did not answer this question. The complete results of this question are at Tables 1-2 and 2-2.

No conclusions can be drawn with respect to the 32.7% of fans attending one home game with regard to whether or not they were really first time attendees or individuals who had previously attended more games but whose attendance had slipped or stopped for various reasons. But, since this percentage represents almost a third of the respondents, some type of system that would help identify and monitor this group and their characteristics would be helpful.

3. ARE YOU A METS SEASON TICKET HOLDER?

94.2% of those fans surveyed were not season ticket holders. 719 people out of 763 respondents answering this question were not Mets season ticket holders. 44 respondents, or 5.8%, were season ticket holders. 11 people did not answer this question. Complete results from this question can be found at Tables 1-3 and 2-3.

The Mets need to find a way to help improve season ticket sales. The use of coupon books is a very good idea, but fans only buy coupons for 15 games at a time with the booklet. Finding a way to entice more people into buying season tickets could help build a solid fan base.

4. HOW DID YOU KNOW THERE WAS A METS GAME TONIGHT/TODAY?

The following responses are from "All Fans:"

I have a team schedule	58.3%
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Newspaper	28.0%
Television	2.8%
Radio	10.9%

This response is based on 496 respondents who answered the question with one of the four choices listed above. 289 fans or 58.3% said they knew about the Mets game from a team schedule. 278 fans did not answer this question by selecting one of the choices mentioned. The complete results of this question are in Table 1-4.

The following responses are from "Season Ticket Holders:"

I have a team schedule	77.8%
Newspaper	11.1%
Television	5.6%
Radio	5.6%

This response is based on 36 season ticket holders who answered the question with one of the four choices listed above. 28 season ticket holders or 77.8%, surveyed said they knew about the Mets game from a team schedule. 8 season ticket holders did not answer this question by selecting one of the choices mentioned. The complete results of this question are in Table 2-4.

The team schedule is the number one way for fans to keep track of game dates and times. The pocket size team schedule is also an extremely cost effective way to advertise the Mets schedule and other vital information. The Mets team schedules could be handled out at a fan relations booth by the Mets staff. This is one way to inform not only first time attendees to Capital City Stadium, but also regular customers.

Other comments written as to how a respondent knew about the Mets game included: Friends/family telling them; Baseball America Directory; Cub Scout and Boy Scout outings;

Birthday party; Commissioner McLawhorn D.Y.S.; Family/boyfriend on the Mets and/or the visiting team; Bi-Lo ticket giveaway; Called the Mets front office; McDonald's ticket giveaway; Employee night at the State Record Company; Social director at D/G; Promotion at work; Corporate outing; Northeast Presbyterian Church; Someone gave them tickets; School outing; NCNB night; USC night; Ronald McDonald House; Rotary Club; Columbiana Centre and Mets Booster Club.

5. HOW MANY PEOPLE ATTENDED TODAY'S GAME WITH YOU?

The following responses are from "All Fans:"

0 (attended alone)	5.3%
1	22.6%
2	15.6%
3	15.9%
4	10.8%
5	6.2%
6	4.5%
7	3.0%
8	2.5%
Group (9+)	13.6%

The following responses are from "Season Ticket Holders:"

0 (attended alone)	7.3%
1	36.6%

2	19.5%
3	9.8%
4	9.8%
5	7.3%
6	0.0%
7	2.4%
8	2.4%
Group (9+)	4.9%

The mode for both "All Fans" and "Season Ticket Holders" was one person attended today's game with the respondent. Of the 757 fans answering this question, 171 people or 22.6%, had one person attending the game with them. 17 fans did not answer this question. The complete results of this question for "All Fans" can be found at Table 1-5.

15 of the 41 season ticket holders or 36.6%, answering this question had one person attending the game with them. 3 season ticket holders did not answer this question. The complete results for "Season Ticket Holders" to this question can be found at Table 2-5.

The Mets need to find a method to encourage fans to bring their "families" or "friends" to the ballpark. Family Day was a good promotion on Sundays in 1991 and should be used in the future. The Mets could also provide family or group discounts at any or all home games. This would be a good program to possibly help draw more college students and their friends to the games. The Mets could also stress the fun of enjoying a game with family or friends in their commercials or advertising spots.

6. WHAT IS YOUR APPROXIMATE AGE?

The following responses are from "All Fans:"

18 - 25 (years)	18.6%
26 - 35	30.9%
36 - 45	27.1%
46 - 55	11.7%
56 +	11.7%

The mode for this question was the age category of 26-35. 238 fans or 30.9% of the 770 respondents who answered this question are between 26 and 35 years of age. Combined with the age category of 36-45, almost 60% of the Mets fans surveyed are between 26 and 45 years of age. 4 people did not answer this question. The complete results of this question are in Table 1-6.

The following responses are from "Season Ticket Holders:"

18 - 25 (years)	18.2%
26 - 35	6.8%
36 - 45	31.8%
46 - 55	13.6%
56 +	29.5%

The mode for this question was the age category of 36-45. 14 season ticket holders or 31.8% of the 44 respondents who answered this question are between 36 and 45 years of age. This category is closely followed by the 56 and older age group. 13 season tickets holders or 29.5% are 56 years of age or older. Almost 75% of the season ticket holders surveyed are 36 years of age or older. All of the 44 season ticket holders surveyed answered this question. The complete results for this question are located in Table 2-6.

Most of the Mets fans fall between the age group of 26 - 45. This could be a very good group of

fans to target with advertising geared towards families. Fans in this age category are in their child bearing years and are in the prime of their working careers. This is a very important age group because they are the parents of the Mets fans of the future.

7. YOUR SEX IS?

The following responses are from "All Fans:"

Male	65.4%
Female	34.6%

505 fans or 65.4% of the 772 respondents answering this question are male. 267 female respondents answered this question. 2 fans did not answer this question. This is a higher percentage of males attending Mets games than the Major League Baseball demographics of 57% male and 43% female. The complete results of this question can be found at Table 1-7.

The Mets should direct special attention towards attracting more female fans and them keeping them coming back to the ballpark. The Mets could conduct some research geared towards why female fan attend Mets games and what would motivate them to attend more game. Would they prefer to have a "Date Night," "Ladies Night Out," or some type of promotional event geared only towards them?

The following responses are from "Season Ticket Holders:"

Male	47.7%
Female	52.3%

23 of the 44 season ticket holders surveyed were female. No deductions can be made as to the actual percentage of female season ticket holders compared to male season ticket holders without additional research. Additional research might be conducted with all Mets season ticket holders and not just the 44 that were surveyed. Research could be conducted to obtain the percentage of husbands and wives that are season ticket holders and the percentage of individual male and female season ticket holders. The complete results for this question are found in Table 2-7.

8. YOUR CURRENT MARTIAL STATUS?

The following responses are from "All Fans:"

Married	63.3%
Unmarried (single, divorced, widowed)	36.7%

489 fans or 63.3% of the 773 respondents answering this question were married. 284 were not married and only 1 person did not answer this question. This figure is slightly less than the Major League Baseball figure of 66% married. The complete results of this question are contained in Table 1-8.

The following responses are from "Season Ticket Holders:"

Married	72.7%
Unmarried (single, divorced, widowed)	27.3%

32 of the 44 season ticket holders surveyed were married. This might explain why more female season ticket holders were surveyed than male. Perhaps more wives were randomly selected than

their husbands to complete the survey. All of the 44 season ticket holder surveyed answered this question. The complete results of this question are found in Table 2-8.

The Mets have a very significant married fan base. This figure should be used by the Mets organization to help promote and market Columbia Mets baseball to families or at least married couples only. One idea could be a special night to renew wedding vows at the ballpark. All married couples could be provided free admission and a chance to renew their love for each other.

9. ETHNICITY

The following responses are from "All Fans:"

White/Caucasian	91.5%
Black/African-American	7.0%
Hispanic	0.5%
American Indian	0.5%
Oriental/Asian	0.3%

703 fans or 91.5% of the 768 respondents answering this question were white/caucasian. 6 people did not answer this question and there was one error in data coding that the computer could not read correctly. The complete results of this question are found in Table 1-9.

As most professional teams are finding out, attracting ethnic groups and minorities is a tough task. With the large African-American population in the Columbia, this is one demographic area within which the Mets could activity recruit new fans. The Mets could become involved with the local chapters of the NAACP and other groups and organizations that work with or for minorities.

The following responses are from "Season Ticket Holders:"

White/Caucasian	88.4%
Black/African-American	9.3%
Hispanic	2.3%
American Indian	0.0%
Oriental/Asian	0.0%

38 of the 43 season ticket holders answering this question or 88.4%, were white/caucasian. There were no American Indian or Oriental season ticket holders surveyed. 1 season ticket holder did not answer this question. The complete results of this question are located in Table 2-9.

10. HOW MANY CHILDREN (AGE FOURTEEN OR YOUNGER) ARE ATTENDING THIS GAME WITH YOU?

The following responses are from "All Fans:"

0 (no children 14 or younger)	50.8%
1	17.4%
2	18.2%
3	5.7%
4	2.6%
5	1.0%
6	0.9%
7	0.8%
8	0.4%

Group (9 +)	2.1%
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391 fans or 50.8%, of the 769 respondents answering this question did not bring any children 14 years of age or younger with them to the Mets game. 35.6% or 274 fans brought 1 or 2 children 14 years of age or younger to the game. 5 people did not answer this question. The complete results of this question are found at Table 1-10.

The following responses are from "Season Ticket Holders:"

0 (no children 14 or younger)	67.4%
1	7.0%
2	11.6%
3	2.3%
4	4.7%
5	2.3%
6	0.0%
7	2.3%
8	0.0%
Group (9 +)	2.3%

29 season ticket holders or 67.4%, of the 43 respondents answering this question did not bring any children 14 years of age or younger to the Mets game. 1 season ticket holder did not answer this question. The complete results of this question are found in Table 2-10.

The Mets need to develop promotional and marketing devices to attract younger children to the ballpark. The use of a children's play land or play area could possibly encourage more parents to bring their children to the games. The Mets could also provide more special giveaways and promotions geared towards children, bat day, free admission, baseball card day, etc.

11. YOUR HIGHEST LEVEL OF EDUCATION IS?

The following responses are from "All Fans:"

Professional or graduate school	23.2%
College graduate	32.0%
Attended some college	24.9%
High school graduate	17.2%
Attended high school	1.6%
Grammar/junior high school	1.0%

80.1% of respondents have at least attended college or are college graduates. This figure is almost 30% higher than the Major League Baseball average of 52%. This statistic should be a key part of sponsorship presentations and sales proposals. 246 fans or 32.0% of the 768 people answering this question are college graduates. 191 fans or 24.9% have attended some college, while 178 fans or 23.2% are at the professional or graduate school level of education. 6 people did not answer this question and there was 1 error in data coding that the computer could not read correctly. The complete results for this question can be found at Table 1-11.

The following responses are from "Season Ticket Holders:"

Professional or graduate school	20.9%
College graduate	20.9%
Attended some college	23.3%
High school graduate	25.6%
Attended high school	2.3%
Grammar/junior high school	7.0%

11 season ticket holders or 25.6% of the 43 respondents who answered this question are high school graduates. 65.1% of the season ticket holders responding to this question have attended college or are college graduates. This figure is 15% lower than for "All Fans" surveyed, but still above the average for Major League Baseball. 1 season ticket holder did not answer this question. The complete results for this question can be found at Table 2-11.

The Columbia Mets have a very well educated group of fans. This is the type of information that should not be lost when making sales pitches or promotional presentations. Potential sponsors might find this information very useful in reaching their target audience.

12. THE YEARLY HOUSEHOLD INCOME IS?

The following responses are from "All Fans:"

Less than \$15,000	12.2%
\$15,001 - \$24,000	14.5%
\$24,001 - \$35,000	17.7%
\$35,001 - \$50,000	24.8%
\$50,001 - \$75,000	19.1%
\$75,001 +	11.7%

55.6% of respondents had household incomes in excess of \$35,000. 181 fans or 24.8% of the 729 respondents answering this question had incomes between \$35,001 - \$50,000. 30.8% of the respondents had incomes in excess of \$50,000. This figure exceeds Major League Baseball's figure of 27% for income in excess of \$50,000. 45 people did not answer this question. The complete results for this questions can be found in Table 1-12.

The following responses are from "Season Ticket Holders:"

Less than \$15,000	8.1%
\$15,001 - \$24,000	18.9%
\$24,001 - \$35,000	13.5%
\$35,001 - \$50,000	32.4%
\$50,001 - \$75,000	8.1%
\$75,001 +	18.9%

59.4% of season ticket holder respondents had household incomes in excess of \$35,000. 12 season ticket holders or 32.4% of the 37 that answered this question had incomes between \$35,001 - \$50,000. 27% of the season ticket holders had incomes in excess of \$50,000. This figure is the exact same as Major League Baseball's figure. 7 season ticket holders did not answer this question. The complete results for this question can be found in Table 2-12.

Household income is the type of information that is extremely important for sales presentations. This type of data should be used to attract new sponsors and maintain current sponsors of the Columbia Mets. The Mets not only have well educated fans, but ones with a decent income.

13. WHAT IS YOUR HOME ZIP CODE?

This question will identify the top twenty zip codes with regard to consumer residence in terms of Mets attendance.

ZIP CODE	# AND PERCENTAGE
29223	72 or 9.4%
29209	67 or 8.8%
29210	66 or 8.6%
29205	53 or 6.9%
29212	49 or 6.4%

29169	43 or 5.6%
29073	38 or 5.0%
29063	33 or 4.3%
29206	30 or 3.9%
29201	29 or 3.8%
29170	28 or 3.7%
29203	20 or 2.6%
29204	20 or 2.6%
29033	18 or 2.4%
29072	18 or 2.4%
29016	12 or 1.6%
29180	10 or 1.3%
29061	9 or 1.2%
29172	9 or 1.2%
29045	8 or 1.0%

94.5% or 722 of the respondents reside in South Carolina

5.5% or 42 of the respondents reside out of state and/or in Canada

764 total respondents of the 774 surveyed listed their home zip codes

For a map with local Columbia zip codes, see Table 1-13. The Columbia Mets should use the zip code breakdown to help direct their advertising and promotional campaigns. This type of information should also be used with potential advertisers in the primary zip code locations.

14. PLEASE INDICATE YOUR SATISFACTION WITH THE METS TICKET OFFICE:

Respondents were asked to rate the following factors from 1 (poor) to 5 (excellent)

These factors will be defined in terms of their mean score and are from "All Fans." A summary will follow the list and will mention any significant differences between "All Fans" ratings and "Season Ticket Holders" ratings:

<u>FACTOR</u>	<u>MEAN SCORE</u>
Waiting line time	4.55
Ticket seller	4.56
Telephone charge	4.20
Mail order	4.34
Telephone information	4.36
Personnel/friendliness	4.48
appearance	4.45

Very high levels of satisfaction emerged for each of these factors within the Mets ticket office. The dissatisfaction level (a rating of 1 or 2) exceeded 20% only once, with the most dissatisfaction, 22.3% with regard to telephone information services. 3 season ticket holders or 16.7% of the 18 that rated telephone information, rated it a "1" or poor. 1 other season ticket holder rated telephone information a 2, for a total of 22.3% of the 18 season ticket holders rating this factor as dissatisfied. Overall, telephone information had a mean score of 4.36 from "All Fans" but, had a mean score of 3.71 from "Season Ticket Holders" that rated this factor. The complete results for this question can be found at Table 1-14 and 2-14.

Overall, the Mets enjoyed a very high rating in all areas of this question. The bottom line is that the Mets ticket office is getting the job done.

15. PLEASE RATE THE NOVELTY/SOUVENIR STAND INSIDE CAPITAL CITY

STADIUM:

<u>FACTOR</u>	<u>MEAN SCORE</u>
Variety of products	3.90
Product quality	3.92
Price/value	3.38

The mean score for all three factor were satisfactory, but there is customer concern over the price/value of the merchandise sold at Capital City Stadium. The dissatisfaction level exceeded 20% twice. 28.9% or 11 season ticket holders were dissatisfied with the price/value of merchandise sold at the Mets souvenir stand. This level of dissatisfaction was also reflected in the rating for "All Fans." 107 respondents or 21% of the 510 fans that rated price/value of merchandise in the souvenir stand were dissatisfied. This level of dissatisfaction is seen in price/value having the lowest mean score of all three areas within the Mets souvenir stand. The complete results of this question can be found at Tables 1-15 and 2-15.

All areas of the novelty/souvenir stand are rated above average, but their is quite a bit of customer concern over the price/value of the merchandise sold at the stand. This is an area the Mets management might want to take a look at.

16. PLEASE RATE THE METS FOOD CONCESSION STANDS:

<u>FACTOR</u>	<u>MEAN SCORE</u>
Variety of products	3.91
Product quality	3.77
Price/value	3.19
Cleanliness/appearance	4.04

Waiting time	3.50
Personnel/appearance	3.96
efficiency	3.80
courtesy	4.05

This analysis shows three areas of concern: price/value, waiting time and personnel efficiency. The dissatisfaction level exceeded 20% five times in these areas. 181 fans or 26.4% of 687 "All Fans" rating price/value of the concession stands were dissatisfied. Dissatisfaction with price/value was also reflected in the ratings by season ticket holders. 11 season ticket holders or 37.5% of the 40 respondents rating price/value were dissatisfied. Waiting time at the concession stands was the second area of concern for both "All Fans and "Season Ticket Holders." 140 fans or 21% of the 667 "All Fans" rating waiting time were dissatisfied. 12 season ticket holders or 30% of the 40 that rated waiting time were dissatisfied. Season ticket holder respondents were also dissatisfied with personnel efficiency at the concession stands. 10 season ticket holders or 27% of the 37 that rated this factor were dissatisfied. Complete results for this question can be found at Tables 1-16 and 2-16.

Personnel courtesy and cleanliness/appearance of the concession stands received very high ratings of satisfaction.

As with the souvenir stand, price and value at the concession stands is a key concern of the Mets fans. This is a very important area for the Mets management to address as not all fans and visitors will buy a souvenir, but most people have something to eat or drink at a ball game. If fans feel that they are over-paying for their food and beverage, they might stop purchasing these items from the concession stands.

17. PLEASE RATE YOUR SATISFACTION WITH THE FOLLOWING ELEMENTS OF THE COLUMBIA METS ORGANIZATION:

<u>FACTOR</u>	<u>MEAN SCORE</u>
Music selection	3.49
Public address system	3.66
Stadium appearance/cleanliness	4.58
Rest room cleanliness	4.27
Rest room waiting time	4.45
Parking availability	4.15
Security outside the stadium	4.16
Lighting outside the stadium	4.07
Security inside the stadium	4.14
Personnel helpfulness	4.31
friendliness	4.32

All of the factors rated above, except for music selection and the public address system, were given very high ratings of satisfaction by "All Fans." Music selection and the public address system were rated above average, but not as high as all the other factors. The dissatisfaction level did not exceed 20% by "All Fans" in any area. But, music selection and the public address system were very close at 17.5% and 15.2% respectively. "Season Ticket Holders" were not quite as satisfied overall as "All Fans." The dissatisfaction level exceeded 20% five times in the "Season Ticket Holders" respondent rating. 13 season ticket holders or 30.9% of the 42 that rated music selection played by the Mets were dissatisfied. 11 season ticket holders or 26.2% of the 42 that rated the public address system were also dissatisfied. 12 season ticket holders or 27.3% of the 44 that rated security inside the stadium were dissatisfied. 9 season ticket holders or 22% of the 41 that rated personnel helpfulness were dissatisfied. Another 8 season ticket holders or 21.6% of the 37 that rated personnel friendliness were dissatisfied. The complete results of this question can be found in Tables 1-17 and 2-17.

Fans in general seem to be very satisfied with the overall operation of the Columbia Mets. The 44 season ticket holders that were surveyed tend to have a higher level of dissatisfaction with more areas of the Mets operation than the average fan. This should be an area of concern for the Mets front office. A strong and satisfied group of season ticket holders can be very helpful to the success of a professional sports franchise.

18. WHAT WOULD MOTIVATE YOU TO ATTEND METS GAMES MORE OFTEN?

Respondents were asked to mark as many choices as they apply (The question was analyzed in a format that presented each issue as distinct, thus there is a "yes" and "no" response for each issue based on how many fans marked what items would motivate them to attend Mets games more often)

The following responses are from "All Fans:"

Better won/loss record	Yes = 19.0%
	No = 81.0%
Ticket purchasing incentives	Yes = 35.6%
	No = 64.4%
Improved access/parking facilities	Yes = 13.0%
	No = 87.0%
More promotional items (Giveaways)	Yes = 45.8%
	No = 54.2%
More promotional events (Entertainment)	Yes = 37.9%
	No = 62.1%

In rank order, Columbia Mets fans surveyed say the following factors would motivate them to attend more games:

1. More promotional items (Giveaways)
2. More promotional events (Entertainment)
3. Ticket purchasing incentives
4. Better won/loss record
5. Improved access/parking facilities

The following responses are from "Season Ticket Holders:"

Better won/loss record	Yes = 34.1%
	No = 65.9%
Ticket purchasing incentives	Yes = 29.5%
	No = 70.5%
Improved access/parking facilities	Yes = 31.8%
	No = 68.2%
More promotional items (Giveaways)	Yes = 54.5%
	No = 45.5%
More promotional events (Entertainment)	Yes = 52.3%
	No = 47.7%

In rank order, Columbia Mets season ticket holders say the following factors would motivate them to attend more games:

1. More promotional items (Giveaways)
2. More promotional events (Entertainment)
3. Ticket purchasing incentives
4. Better won/loss record
5. Improved access/parking facilities

"All Fans" and "Season Ticket Holders" alike, rated more promotional items and events as the main two factors that would motivate them to attend more games. While "All Fans" said a better won/loss record is the third most important factor to motivate them, "Season Ticket Holders" felt ticket purchasing incentives was the third most important factor in motivating them. Overall, the fans and season ticket holders want more giveaways and entertainment at the Mets games. This information should be used by the Mets front office to help increase attendance for the 1992 season. This information should also be very helpful in recruiting sponsorship for promotional items and events during the new season. There were 3 errors in data coding that the computer could not read. The complete results for this question can be found at Tables 1-18 and 2-18.

Some additional comments on what would motivate fans to attend Mets games more often included: Better seat selection for general admission; partial season tickets. Can't usually attend all games of every homestand, thus season tickets would be a waste. Would like to attend select number of games from each homestand with option to pick which games and how many; Went to McDonald's to receive ticket promo - didn't know what we were talking about; More advertising for games, make it feel like our team instead of New York's; Longer beer discount prices or just plain lower prices; Topless cheerleaders; I never know what the promotions are. Promotions are the life's blood of baseball. Bill Veeck said people mostly come to be entertained not for the game itself; Send ballplayers out in the community to sign autographs and make personal appearances; Advertise more on USC campus; The dust from the parking of vehicles is very unsatisfactory; I enjoyed the ladies that waited on the reserve seats in past seasons - didn't have to wait in lines; Anything with autographs of players are great for the kids; Personal info on the players; Fewer box seats. I previously paid \$3 to sit behind home plate. Now I have to pay \$5 plus \$1 parking;

Better food value and more beer vendors; Major league guest appearance; More corporate promotions; Local talents; Wet t-shirt, jell-o splashes and mud wrestling contests; Better run concession stands and more PR; Transportation system from the North East part of Columbia; More Saturday night games. Free food and beverages.

19. DO YOU FEEL YOU GET YOUR MONEY'S WORTH AT A METS GAME?

The following responses are from "All Fans:"

Yes	90.3%
No	3.7%
Not sure	6.0%

The following responses are from "Season Ticket Holders:"

Yes	79.5%
No	15.9%
Not sure	4.5%

688 fans or 90.3% of the 792 that responded to this question felt that they get their money's worth at a Mets game. This is an outstanding percentage and shows that fans feel they get their money's worth at a Columbia Mets baseball game. The percentage for season ticket holders was not as high as "All Fans" and this is an area that may need some work by the Mets front office. 12 fans did not answer this question. All season ticket holders answered this question. The complete results for this question can be found at Tables 1-19 and 2-19.

The bottom line is that 90.3% of the fans surveyed feel that they received their money's worth at a Columbia Mets game. This is a very positive response and should help the Mets as they look at

ways to improve their operation in the future.

20. HOW ENJOYABLE IS/ARE YOUR VISIT(S) TO CAPITAL CITY STADIUM?

Respondents were asked to rate their visit(s) on a scale of 1 (poor) to 5 (excellent)

The mean score for "All Fans" was 4.39. The mean score for "Season Ticket Holders" was 4.20. 373 fans or 48.8% of the 765 that answered this question rated their visit(s) to Capital City Stadium as excellent. 324 other fans or 42.4% rated their visits as a 4. 91.2% of "All Fans" rated their visit(s) to Capital City Stadium as a 4 or 5. 9 fans did not answer this question. 79.5% of season ticket holders or 35 of the 44 that answered this question rated their visit(s) to Capital City Stadium as a 4 or 5. The complete results of this question can be found at Tables 1-20 and 2-20.

Looking at this question and question 19, more than 90% of the Mets fans surveyed, feel they get their money's worth at a Mets game and rate their visit as quite enjoyable. The Mets are providing their fans with enjoyable entertainment at an affordable price.

21. DO YOU FEEL A SENSE OF COMMUNITY IDENTIFICATION WITH THE COLUMBIA METS?

The following responses are from "All Fans:"

Yes	67.3%
No	14.8%
Not sure	17.8%

The following responses are from "Season Ticket Holders:"

Yes	65.9%
-----	-------

No	20.5%
Not sure	13.6%

511 fans or 67.3% of the respondents that answered this question feel a sense of community identification with the Columbia Mets. 29 season ticket holders or 65.9% of the 44 that answered this question also feel a sense of community identification with the Mets. However, a lower percentage of season ticket holders feel a sense of community identification with the Mets than the average fan. Almost 6% more season ticket holder respondents said they do not feel a sense of community identification with the Mets. 15 fans did not answer this question. All season ticket holders answered this question. 1 error in data coding could not be read by the computer. The complete results of this question can be found at Tables 1-21 and 2-21.

While the Mets received good responses from this question, there were still some fans that do not like the connection with "The North." Columbia is a very southern town and the Mets name still makes some people think of New York or Yankees or other negative stereotypes left over from the Civil War. The Mets might want to consider changing their name at some point to something with more of a tie to Columbia. This is the current trend in minor league baseball.

22. HOW WOULD YOU RATE YOUR SENSE OF COMMUNITY PRIDE AND LOYALTY TO THE METS?

Respondents were asked to rate their sense of community pride and loyalty on a scale of 1 (poor) to 5 (excellent)

The mean score for "All Fans" was 3.65. The mode rating for this average among "All Fans" was 3 or average. 246 fans or 33.1% rated their sense of community pride and loyalty to the Mets as average. 415 fans or 55.8% of the 744 that answered this question rated their sense of community pride and loyalty as a 4 or 5. 30 fans did not answer this question. The mode for "Season Ticket Holders" was 5 or excellent. 15 season ticket holders or 34.9% of the 43 that answered this

question rated their sense of community pride and loyalty as excellent. 67.5% or 29 season ticket holders rated their community pride and loyalty as a 4 or 5. 1 season ticket holder respondent did not answer this question. The complete results of this question can be found at Tables 1-22 and 2-22.

Over half of the fans surveyed feel a strong sense of community pride and loyalty for their Columbia Mets baseball team. This is information the Mets should use in developing new community relations activities or programs.

23. HOW WOULD YOU RATE THE METS IN TERMS IN OF MAKING YOU FEEL WELCOMED AT THE BALLPARK AND SHOWING THAT THEY APPRECIATE YOUR SUPPORT?

Respondents were asked to rate this question on a scale of 1 (poor) to 5 (excellent)

The mean score for "All Fans" was 3.99. 557 fans or 73.7% of the 756 respondents that answered this question rated the Mets a 4 or 5 in terms of making them feel welcomed and showing that the Mets appreciate their support. The mode for "All Fans" and "Season Ticket Holders" was 3.90. 30 season ticket holders or 71.4% of the 42 that answered this question rated the Mets a 4 or 5. 18 fans did not answer this question. 2 season ticket holders did not answer this question. The complete results of this question are located in Tables 1-23 and 2-23.

This is a very important area for the Mets to study as they continue improving their operation. Fans, customers and people in general, like to feel welcomed in a store, a community and even at a ballpark. Showing customers that their support is appreciated is extremely important continued success and the Mets have been doing a good job of this.

24. PRESUMING THAT YOU USE THE PRODUCT OF A METS SPONSOR HOW LIKELY

ARE YOU TO BUY PRODUCTS FROM SPONSORS WHEN THE PRODUCT IS OF SIMILAR QUALITY AND PRICE?

The following responses are from "All Fans:"

Much more likely	42.1%
Unlikely	8.8%
Not sure	49.1%

The following responses are from "Season Ticket Holders:"

Much more likely	41.5%
Unlikely	9.8%
Not sure	48.8%

Almost half of the fans and season ticket holders were not sure of their response for this question. It is not clear whether the question was poorly worded or if fans are really not sure if they would support a Mets sponsor more than a non-Mets sponsor. The complete results of this question can be found at Tables 1-24 and 2-24.

This question might be used again in future research by the Mets to help identify loyalty by consumers to sponsors of the Mets.

25. DO YOU AGREE OR DISAGREE WITH THE FOLLOWING QUOTE? "A SUCCESSFUL TEAM CANNOT BE MEASURED BY WINS AND LOSSES ALONE. IN ADDITION, A TEAM IS MEASURED BY ITS LEVEL OF COMMITMENT TO THE COMMUNITY THAT SUPPORTS IT."

The following responses are from "All Fans:"

Agree	87.4%
Disagree	4.6%
Not sure	7.9%

The following responses are from "Season Ticket Holders:"

Agree	88.4%
Disagree	4.7%
Not sure	7.0%

667 fans or 87.4% of the 763 respondents that answered the question agreed with the quote mentioned above. 11 fans did not answer this question. 38 season ticket holders or 88.4% of the 43 that answered the question also agreed with the quote. 1 season ticket holder did not answer the question. 1 error in data coding could not be read by the computer. The complete results of this question can be found in Tables 1-25 and 2-25.

The quotation in the question came directly from the 1990 Minnesota Twins yearbook. The quote was part of a letter from the Twins organization to the community. It was used to measure fan perception of community support by a baseball team. The Mets should use the results of this question when developing public relations and community relations programs. Almost 90% of the fans surveyed feel a baseball team's success should also be measured off the field by how it supports its community. If the Mets want the community to support the team, then the Mets need to ensure that they support Columbia.

26. HOW WOULD YOU RATE THE LEVEL OF COMMUNITY INVOLVEMENT OF THE COLUMBIA METS?

The following responses are from "All Fans:"

Too much involvement	0.5%
Just the right level of involvement	24.9%
Not enough involvement	50.5%
Not aware of involvement	24.1%

The following responses are from "Season Ticket Holders:"

Too much involvement	2.3%
Just the right level of involvement	25.6%
Not enough involvement	51.2%
Not aware of involvement	20.9%

379 fans or 50.5% of the 751 that answered this question felt there was not enough involvement in the community by the Columbia Mets. Combined with the amount of fans who said they were not aware of involvement, almost 75% (74.6%) or 560 fans felt there was not enough involvement or they were not aware of involvement in the community by the Mets. 4 fans out of 751 respondents felt the Mets were too involved in the community. 23 fans did not answer this question. 22 season ticket holders or 51.2% of the 43 that answered this question also said the Mets were not involved enough in the community. 72.1% or 31 season ticket holders of the 43 that answered the question, felt there was not enough involvement or they were not aware of involvement. 1 season ticket holder did not answer the question and 1 season ticket holder out of 43 felt the Mets were too involved in the community. The complete results of this question can be found at Tables 1-26 and 2-26.

Combining the results of this question with the results from question 25 (agree or disagree with the quote), the Columbia community believes a team should be measured by its level of commitment to the community that supports it and Columbia does not feel the Mets are involved enough in the

community. This should help the Mets front office in assessing their public relations and community relations activities. The Mets need to become more involved in the Columbia area.

ALL FANS

95 Table 1-1

Q: How many Mets home games did you attend last season (1990)?

GAMES_90	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
0	12	40.8	12	40.8
1	311	9.3	323	50.1
2	71	7.7	394	57.9
3	59	4.3	453	63.5
4	43	5.0	496	68.5
5	38	3.7	534	72.2
6	28	4.6	562	76.8
7	35	0.8	597	77.6
8	6	2.6	603	80.2
9	20	1.3	623	81.5
10	10	3.9	633	85.4
11	30	0.7	663	86.1
12	5	2.2	668	88.3
13	17	0.1	685	88.5
14	1	0.1	686	88.6
15	1	2.1	687	90.7
16	16	0.4	703	91.1
17	3	0.4	706	91.5
18	1	0.1	707	91.6
19	1	0.1	708	91.7
20	1	1.7	710	93.4
21	13	0.1	723	93.6
22	1	0.1	724	93.7
23	1	0.1	725	93.8
24	1	0.1	726	95.1
25	10	1.3	736	95.3
26	1	0.1	737	95.4
27	1	0.1	738	95.5
28	1	0.1	739	95.7
29	1	0.4	740	96.1
30	3	0.8	743	96.9
31	6	0.5	749	97.4
32	4	0.3	753	97.6
33	2	0.1	755	97.8
34	1	0.7	756	98.4
35	5	0.1	761	98.6
36	1	0.1	762	99.0
37	3	0.4	765	99.2
38	2	0.3	767	99.5
39	2	0.3	769	99.6
40	1	0.1	770	99.7
41	1	0.1	771	99.9
42	1	0.1	772	99.9
43	1	0.1	773	100.0
44	1	0.1	774	100.0
45	1	0.1	775	100.0
46	1	0.1	776	100.0
47	1	0.1	777	100.0
48	1	0.1	778	100.0
49	1	0.1	779	100.0
50	1	0.1	780	100.0
51	1	0.1	781	100.0
52	1	0.1	782	100.0
53	1	0.1	783	100.0
54	1	0.1	784	100.0
55	1	0.1	785	100.0
56	1	0.1	786	100.0
57	1	0.1	787	100.0
58	1	0.1	788	100.0
59	1	0.1	789	100.0
60	1	0.1	790	100.0
61	1	0.1	791	100.0
62	1	0.1	792	100.0
63	1	0.1	793	100.0
64	1	0.1	794	100.0
65	1	0.1	795	100.0
66	1	0.1	796	100.0
67	1	0.1	797	100.0
68	1	0.1	798	100.0
69	1	0.1	799	100.0
70	1	0.1	800	100.0
71	1	0.1	801	100.0
72	1	0.1	802	100.0
73	1	0.1	803	100.0
74	1	0.1	804	100.0
75	1	0.1	805	100.0
76	1	0.1	806	100.0
77	1	0.1	807	100.0
78	1	0.1	808	100.0
79	1	0.1	809	100.0
80	1	0.1	810	100.0

Table 1-2

Q: How many Mets home games have you attended this season (1991)?

GAMES_91	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
0	13	0.3	2	0.3
1	249	32.7	251	33.0
2	130	17.1	381	50.1
3	64	8.4	445	58.5
4	45	5.9	490	64.4
5	42	5.5	532	69.9
6	22	2.9	554	72.8
7	23	3.0	577	75.8
8	22	2.9	599	78.7
9	14	1.8	613	80.6
10	39	5.1	652	85.7
11	1	0.1	653	85.8
12	17	2.2	670	88.0
13	2	0.3	672	88.3
14	3	0.4	675	88.7
15	19	2.5	694	91.2
16	5	0.7	699	91.9
17	3	0.4	702	92.2
18	3	0.4	705	92.6
20	10	1.3	715	94.0
21	3	0.4	718	94.3
22	1	0.1	719	94.5
24	1	0.1	720	94.6
25	5	0.7	725	95.3
30	9	1.2	734	96.5
37	1	0.1	735	96.6
40	5	0.7	740	97.2
50	6	0.8	746	98.0
53	2	0.3	748	98.3
54	1	0.1	749	98.4
55	4	0.5	753	98.9
56	1	0.1	754	99.1
57	1	0.1	755	99.2
58	1	0.1	756	99.3
60	2	0.3	758	99.6
70	1	0.1	759	99.7
73	1	0.1	760	99.9
80	1	0.1	761	100.0

Table 1-3

Q: Are you a Mets season ticket holder?

ITEMS	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	11	5.8	44	5.8
2	719	94.2	763	100.0

Table 1-4

Q: How did you know there was
a Mets game tonight/today?

ITEM6	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	278			
2	289	58.3	289	58.3
3	139	28.0	428	86.3
4	14	2.8	442	89.1
5	54	10.9	496	100.0

Table 1-5

Q: How many people attended
today's game with you?

ITEM7	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
0	17	5.3	40	5.3
1	40	22.6	211	27.9
2	171	43.6	329	43.5
3	118	15.9	449	59.3
4	120	10.8	531	70.1
5	82	6.2	578	76.4
6	47	4.5	612	80.8
7	34	3.0	635	83.9
8	23	2.5	654	86.4
9	19	13.6	654	86.4
10	103		757	100.0

Table 1-6

Q: What is your approximate age?

ITEM8	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	4			
2	143	18.6	143	18.6
3	238	30.9	381	49.5
4	209	27.1	590	76.6
5	90	11.7	680	88.3
6	90	11.7	770	100.0

Table 1-7

Q: Your sex is?

ITEM9	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	2			
2	505	65.4	505	65.4
3	267	34.6	772	100.0

Table 1-8

Q: Your current marital status?

ITEM10	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	1			
2	489	63.3	489	63.3
3	284	36.7	773	100.0

Table 1-9

Q: Ethnicity?

ITEM11	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
0	6	0.1	6	0.1
1	703	91.5	704	91.7
2	54	7.0	758	98.7
3	4	0.5	762	99.2
4	4	0.5	766	99.7
5	2	0.3	768	100.0

Table 1-10

Q: How many children (14 or younger) attended this game with you?

ITEM12	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
0	5	50.8	5	50.8
1	391	17.4	391	68.3
2	134	18.2	525	86.5
3	140	5.7	665	92.2
4	44	2.6	709	94.8
5	20	1.0	729	95.8
6	8	0.9	737	96.7
7	7	0.8	744	97.5
8	6	0.4	750	97.9
9	3	2.1	753	100.0
	16		769	

Table 1-11

Q: Your highest level of education is?

ITEM13	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
0	6	0.1	6	0.1
1	178	23.2	179	23.3
2	246	32.0	425	55.3
3	191	24.9	616	80.2
4	132	17.2	748	97.4
5	12	1.6	760	99.0
6	8	1.0	768	100.0

Table 1-12

Q: The yearly household income is?

ITEM14	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	45	12.2	45	12.2
2	89	14.5	134	26.7
3	106	17.7	240	44.4
4	129	24.8	369	69.3
5	181	19.1	550	88.3
6	139	11.7	689	100.0

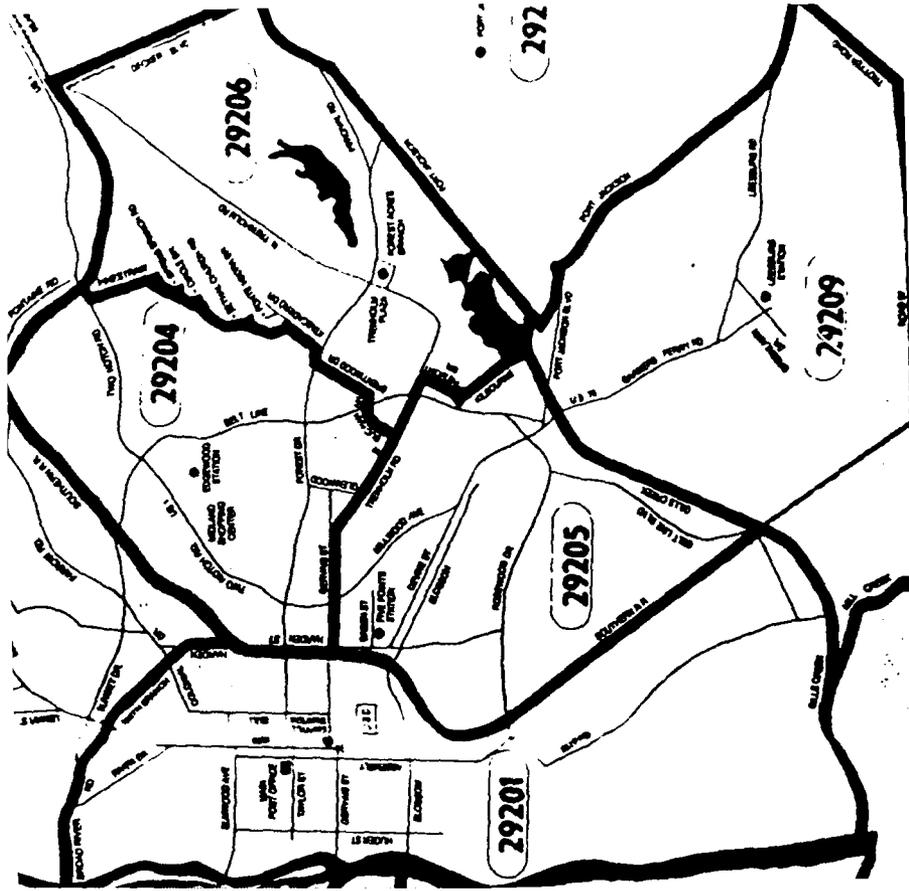


Table 1-14

Q: Please indicate your satisfaction with the Mets ticket office.

Factor: Waiting line time

ITEM15	FREQUENCY	PERCENT	FREQUENCY	PERCENT
1	151	0.8	5	0.8
2	7	1.1	12	1.9
3	42	6.7	54	8.7
4	154	24.7	208	33.4
5	414	66.5	622	99.8
6	1	0.2	623	100.0

Factor: Ticket seller

ITEM16	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	175	1.0	6	1.0
2	6	0.2	7	1.2
3	31	5.2	38	6.3
4	175	29.2	213	35.6
5	385	64.3	598	99.8
6	1	0.2	599	100.0

Factor: Telephone charge

ITEM17	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	650	4.0	5	4.0
2	3	2.4	8	6.5
3	17	13.7	25	20.2
4	36	29.0	61	49.2
5	62	50.0	123	99.2
6	1	0.8	124	100.0

Factor: Mail order

ITEM18	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	649	2.4	3	2.4
2	3	0.8	4	3.2
3	16	12.8	20	16.0
4	35	28.0	55	44.0
5	69	55.2	124	99.2
6	1	0.8	125	100.0

Factor: Telephone information

ITEM19	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	451			
2	9	2.8	9	2.8
3	11	3.4	20	6.2
4	32	9.9	52	16.1
5	73	22.6	125	38.7
6	197	61.0	322	99.7
	1	0.3	323	100.0

Factor: Personnel friendliness

ITEM20	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	149			
2	19	3.0	19	3.0
3	4	0.6	23	3.7
4	31	5.0	54	8.6
5	175	28.0	229	36.6
6	295	63.2	624	99.8
	1	0.2	625	100.0

Factor: Personnel appearance

ITEM21	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	161			
2	10	1.6	10	1.6
3	9	1.5	19	3.1
4	39	6.4	58	9.5
5	190	31.0	248	40.5
6	364	59.4	612	99.8
	1	0.2	613	100.0

Table 1-15

Q: Please rate the novelty/souvenir stand inside Capital City Stadium.

ITEM22	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	253			
2	11	2.1	11	2.1
3	23	4.4	34	6.5
4	112	21.5	146	28.0
5	235	45.1	381	73.1
6	139	26.7	520	99.8
	1	0.2	521	100.0

Factor: Variety of products

ALL FANS

Factor: Product quality

ITEM23	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	274	0.8	4	0.8
2	21	4.2	25	5.0
3	119	23.8	144	28.8
4	221	44.2	365	73.0
5	134	26.8	499	99.8
6	1	0.2	500	100.0

Factor: Price/value

ITEM24	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	264	7.3	37	7.3
2	70	13.7	107	21.0
3	149	29.2	256	50.2
4	170	33.3	426	83.5
5	83	16.3	509	99.8
6	1	0.2	510	100.0

Table 1-16

Q: Please rate the Mets food concession stands.

Factor: Variety of products

ITEM25	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	85	2.0	14	2.0
2	31	4.5	45	6.5
3	153	22.2	198	28.7
4	292	42.4	490	71.1
5	198	28.7	688	99.9
6	1	0.1	689	100.0

Factor: Product quality

ITEM26	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	89	2.3	16	2.3
2	16	6.1	58	8.5
3	42	26.4	239	34.9
4	181	42.0	527	76.9
5	288	22.9	684	99.9
6	157	0.1	685	100.0

ALL FANS

Factor: Price/value

ITEM27	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	87			
2	56	8.2	56	8.2
3	125	18.2	181	26.3
4	225	32.8	406	59.1
5	190	27.7	596	86.8
6	90	13.1	686	99.9
7	1	0.1	687	100.0

Factor: Cleanliness / appearance

ITEM28	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	120			
2	6	0.9	6	0.9
3	25	3.8	31	4.7
4	117	17.9	148	22.6
5	296	45.3	444	67.9
6	209	32.0	653	99.8
7	1	0.2	654	100.0

Factor: Waiting time

ITEM29	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	107			
2	76	11.4	76	11.4
3	64	9.6	140	21.0
4	145	21.7	285	42.7
5	210	31.5	495	74.2
6	171	25.6	666	99.9
7	1	0.1	667	100.0

Factor: Personnel appearance

ITEM30	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	121			
2	12	1.8	12	1.8
3	22	3.4	34	5.2
4	140	21.4	174	26.6
5	287	44.0	461	70.6
6	191	29.2	652	99.8
7	1	0.2	653	100.0

Factor: Personnel efficiency

ITEM31	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	141	5.1	32	5.1
2	48	7.6	80	12.6
3	115	18.2	195	30.8
4	257	40.6	452	71.4
5	181	28.6	633	100.0

Factor: Personnel courtesy

ITEM32	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	110	3.6	24	3.6
2	26	3.9	50	7.5
3	95	14.3	145	21.8
4	268	40.4	413	62.2
5	250	37.7	663	99.8
6	1	0.2	664	100.0

Table 1-17

Q: Please rate your satisfaction with the following elements of the Columbia Mets organization.

Factor: Music selection

ITEM33	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	61	6.7	48	6.7
2	48	10.8	125	17.5
3	200	28.1	325	45.6
4	252	35.3	577	80.9
5	136	19.1	713	100.0

Factor: Public address system

ITEM34	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	64	5.1	36	5.1
2	36	10.1	108	15.2
3	173	24.4	281	39.6
4	244	34.4	525	73.9
5	185	26.1	710	100.0

Factor: Stadium appearance/cleanliness

ITEM35	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	56	0.8	6	0.8
2	6	1.1	14	1.9
3	30	4.2	44	6.1
4	195	27.2	239	33.3
5	479	66.7	718	100.0

ALL FANS

Factor: Restroom cleanliness

ITEM36	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	142			
2	5	0.8	5	0.8
3	14	2.2	19	3.0
4	81	12.8	100	15.8
5	234	37.0	334	52.8
6	297	47.0	631	99.8
	1	0.2	632	100.0

Factor: Restroom waiting time

ITEM37	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	159			
2	5	0.8	5	0.8
3	7	1.1	12	2.0
4	52	8.5	64	10.4
5	194	31.5	258	42.0
6	356	57.9	614	99.8
	1	0.2	615	100.0

Factor: Parking availability

ITEM38	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	38			
2	30	4.1	30	4.1
3	28	3.8	58	7.9
4	97	13.2	155	21.1
5	229	31.1	384	52.2
6	351	47.7	735	99.9
	1	0.1	736	100.0

Factor: Security outside the stadium

ITEM39	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	72			
2	19	2.7	19	2.7
3	19	2.7	38	5.4
4	104	14.8	142	20.2
5	250	35.6	392	55.8
6	309	44.0	701	99.9
	1	0.1	702	100.0

ALL FANS

Factor: Lighting outside the stadium

ITEM40	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	91			
1	11	1.6	11	1.6
2	35	5.1	46	6.7
3	118	17.3	164	24.0
4	246	36.0	410	60.0
5	272	39.8	682	99.9
6	1	0.1	683	100.0

Factor: Security inside the stadium

ITEM41	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	57			
1	29	4.0	29	4.0
2	15	2.1	44	6.1
3	93	13.0	137	19.1
4	269	37.5	406	56.6
5	311	43.4	717	100.0

Factor: Personnel/helpfulness

ITEM42	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	49			
1	19	2.6	19	2.6
2	16	2.2	35	4.8
3	65	9.0	100	13.8
4	244	33.7	344	47.4
5	381	52.6	725	100.0

Factor: Personnel/friendliness

ITEM43	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	66			
1	15	2.1	15	2.1
2	17	2.4	32	4.5
3	69	9.7	101	14.3
4	233	32.9	334	47.2
5	374	52.8	708	100.0

Table 1-18

Q: What would motivate you to attend Mets games more often?

ITEM44	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	626			
1	147	99.3	147	99.3
4	1	0.7	148	100.0

Factor: Better won/loss record

ALL FANS

Factor: Ticket purchasing incentives

ITEM45	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	498	99.6	275	99.6
2	1	0.4	276	100.0

Factor: Improved access/parking facilities

ITEM46	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	673	100.0	101	100.0

Factor: More promotional items (giveaways)

ITEM47	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	419	99.7	354	99.7
4	1	0.3	355	100.0

Factor: More promotional events (entertainment)

ITEM48	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	481	100.0	293	100.0

Table 1-19

Q: Do you feel you get your money's worth at a Mets game?

ITEM49	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	12	90.3	688	90.3
2	688	3.7	716	94.0
3	28	6.0	762	100.0

Table 1-20

Q: How enjoyable is/are your visit(s) to Capital City Stadium?

ITEM50	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	9	0.3	2	0.3
2	2	0.8	8	1.0
3	60	7.8	68	8.9
4	324	42.4	392	51.2
5	373	48.8	765	100.0

Table 1-21

Q: Do you feel a sense of community identification with the Columbia Mets?

ITEM51	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	15			
1	511	67.3	511	67.3
2	112	14.8	623	82.1
3	135	17.8	758	99.9
4	1	0.1	759	100.0

Table 1-22

Q: How would you rate your sense of community pride and loyalty to the Mets?

ITEM52	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	30	4.2	31	4.2
2	52	7.0	83	11.2
3	246	33.1	329	44.2
4	234	31.5	563	75.7
5	181	24.3	744	100.0

Table 1-23

Q: How would you rate the Mets in terms of making you feel welcomed at the ballpark and showing that they appreciate your support?

ITEM53	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	18	2.2	17	2.2
2	17	4.0	47	6.2
3	30	20.1	199	26.3
4	152	40.1	502	66.4
5	303	33.6	756	100.0

Table 1-24

Q: Presuming that you use the product of a Mets sponsor, how likely are you to buy products from sponsors when the product is of similar quality and price?

ITEM54	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	26	42.1	315	42.1
2	315	8.8	381	50.9
3	66	49.1	748	100.0

Table 1-25

Q: Do you agree or disagree with the following quote? "A successful team cannot be measured by wins and losses alone. In addition, a team is measured by its level of commitment to the community that supports it."

ITEM55	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	11	87.4	667	87.4
2	667	4.6	702	92.0
3	35	7.9	762	99.9
4	60	0.1	763	100.0

ALL FANS

Table 1-26

Q: How would you rate the level of community involvement of the Columbia Mets?

ITEM56	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	23			
2	4	0.5	4	0.5
3	187	24.9	191	25.4
4	39	50.5	570	75.9
	181	24.1	751	100.0

SEASON TICKET HOLDERS

Table 2-1

Q: How many Mets home games did you attend last season (1990)?

GAMES_90	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
0	7	15.9	7	15.9
1	1	2.3	8	18.2
2	4	9.1	12	27.3
3	2	4.5	14	31.8
4	2	4.5	16	36.4
5	1	2.3	17	38.6
6	2	4.5	19	43.2
7	2	4.5	21	47.7
8	2	4.5	23	52.3
9	1	2.3	24	54.5
10	1	2.3	25	56.8
11	3	6.8	28	63.6
12	2	4.5	30	68.2
13	1	2.3	31	70.5
14	1	2.3	32	72.7
15	1	2.3	33	75.0
16	1	2.3	34	77.3
17	4	9.1	38	86.4
18	1	2.3	39	88.6
19	2	4.5	41	93.2
20	1	2.3	42	95.5
21	1	2.3	43	97.7
22	1	2.3	44	100.0

Table 2-2

Q: How many Mets home games have you attended this season (1991)?

GAMES_91	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	2	4.5	2	4.5
2	5	11.4	7	15.9
3	1	2.3	8	18.2
4	3	6.8	11	25.0
5	1	2.3	12	27.3
6	1	2.3	13	29.5
7	2	4.5	15	34.1
8	2	4.5	17	38.6
9	1	2.3	18	40.9
10	1	2.3	19	43.2
11	1	2.3	20	45.5
12	1	2.3	21	47.7
13	3	6.8	24	54.5
14	1	2.3	25	56.8
15	2	4.5	27	63.6
16	1	2.3	28	65.9
17	1	2.3	29	68.2
18	2	4.5	31	72.7
19	1	2.3	32	75.0
20	2	4.5	34	79.5
21	1	2.3	35	81.8
22	1	2.3	36	84.1
23	1	2.3	37	86.4
24	1	2.3	38	88.6
25	3	6.8	41	93.2
26	1	2.3	42	95.5
27	1	2.3	43	97.7
28	1	2.3	44	100.0

SEASON TICKET HOLDERS

Table 2-3

Q: Are you a Mets season ticket holder?

ITEM5	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	44	100.0	44	100.0

Table 2-4

Q: How did you know there was a Mets game tonight/today?

ITEM6	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	8	77.8	28	77.8
2	4	11.1	32	88.9
3	2	5.6	34	94.4
4	2	5.6	36	100.0

Table 2-5

Q: How many people attended today's game with you?

ITEM7	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
0	3	7.3	3	7.3
1	15	36.6	18	43.9
2	8	19.5	26	63.4
3	4	9.8	30	73.2
4	4	9.8	34	82.9
5	3	7.3	37	90.2
7	1	2.4	38	92.7
8	1	2.4	39	95.1
9	2	4.9	41	100.0

Table 2-6

Q: What is your approximate age?

ITEM8	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	8	18.2	8	18.2
2	3	6.8	11	25.0
3	14	31.8	25	56.8
4	6	13.6	31	70.5
5	13	29.5	44	100.0

Table 2-7

Q: Your sex is?

ITEM9	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	21	47.7	21	47.7
2	23	52.3	44	100.0

Table 2-8

Q: Your current marital status?

ITEM10	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	32	72.7	32	72.7
2	12	27.3	44	100.0

Table 2-9

Q: Ethnicity?

ITEM11	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	1			
2	38	88.4	38	88.4
3	4	9.3	42	97.7
4	1	2.3	43	100.0

Table 2-10

Q: How many children (14 or younger) attended this game with you?

ITEM12	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
0	1			
1	29	67.4	29	67.4
2	3	7.0	32	74.4
3	5	11.6	37	86.0
4	1	2.3	38	88.4
5	2	4.7	40	93.0
6	1	2.3	41	95.3
7	1	2.3	42	97.7
8	1	2.3	43	100.0

Table 2-11

Q: Your highest level of education is?

ITEM13	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	1			
2	9	20.9	9	20.9
3	9	20.9	18	41.9
4	10	23.3	28	65.1
5	11	25.6	39	90.7
6	1	2.3	40	93.0
7	3	7.0	43	100.0

Table 2-12

Q: The yearly household income is?

ITEM14	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	7			
2	3	8.1	3	8.1
3	7	18.9	10	27.0
4	5	13.5	15	40.5
5	12	32.4	27	73.0
6	3	8.1	30	81.1
7	7	18.9	37	100.0

Table 2-14

Q: Please indicate your satisfaction with the Mets ticket office.

Factor: Waiting line time

ITEM15	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	20			
1	1	4.2	1	4.2
3	3	12.5	4	16.7
4	6	25.0	10	41.7
5	13	54.2	23	95.8
6	1	4.2	24	100.0

Factor: Ticket seller

ITEM16	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	22			
3	2	9.1	2	9.1
4	6	27.3	8	36.4
5	13	59.1	21	95.5
6	1	4.5	22	100.0

Factor: Telephone charge

ITEM17	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	35			
3	1	11.1	1	11.1
4	2	22.2	3	33.3
5	5	55.6	8	88.9
6	1	11.1	9	100.0

Factor: Mail order

ITEM18	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	34			
3	1	10.0	1	10.0
4	2	20.0	3	30.0
5	6	60.0	9	90.0
6	1	10.0	10	100.0

Factor: Telephone information

ITEM19	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
	26			
1	3	16.7	3	16.7
2	1	5.6	4	22.2
3	2	11.1	6	33.3
4	3	16.7	9	50.0
5	8	44.4	17	94.4
6	1	5.6	18	100.0

Factor: Personnel
friendliness

ITEM20	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	15			
2	2	6.9	2	6.9
3	1	3.4	3	10.3
4	2	6.9	5	17.2
5	7	24.1	12	41.4
6	16	55.2	28	96.6
7	1	3.4	29	100.0

Factor: Personnel
appearance

ITEM21	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	19			
2	1	4.0	1	4.0
3	4	16.0	5	20.0
4	5	20.0	10	40.0
5	14	56.0	24	96.0
6	1	4.0	25	100.0

Table 2-15

Q: Please rate the novelty/souvenir
stand inside Capital City
Stadium.

Factor: Variety of products

ITEM22	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	8			
2	1	2.8	1	2.8
3	3	8.3	4	11.1
4	8	22.2	12	33.3
5	13	36.1	25	69.4
6	10	27.8	35	97.2
7	1	2.8	36	100.0

Factor: Product quality

ITEM23	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	7			
2	1	2.7	1	2.7
3	4	10.8	5	13.5
4	9	24.3	14	37.8
5	13	35.1	27	73.0
6	9	24.3	36	97.3
7	1	2.7	37	100.0

SEASON TICKET HOLDERS

Factor: Price/value

ITEM24	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	6	10.5	4	10.5
2	4	18.4	11	28.9
3	7	28.9	22	57.9
4	11	28.9	33	86.8
5	4	10.5	37	97.4
6	1	2.6	38	100.0

Table 2-16

Q: Please rate the Mets food concession stands.

Factor: Variety of products

ITEM25	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	3	4.9	2	4.9
2	2	7.3	5	12.2
3	3	24.4	15	36.6
4	10	34.1	29	70.7
5	14	26.8	40	97.6
6	11	2.4	41	100.0

Factor: Product quality

ITEM26	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	3	9.8	4	9.8
2	4	7.3	7	17.1
3	3	31.7	20	48.8
4	13	26.8	31	75.6
5	11	22.0	40	97.6
6	9	2.4	41	100.0

Factor: Price/value

ITEM27	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	4	20.0	8	20.0
2	8	17.5	15	37.5
3	7	22.5	24	60.0
4	9	17.5	31	77.5
5	7	20.0	39	97.5
6	8	2.5	40	100.0

SEASON TICKET HOLDERS

Factor: Cleanliness/
appearance

ITEM28	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	9			
2	1	2.9	1	2.9
3	1	2.9	2	5.7
4	8	22.9	10	28.6
5	13	37.1	23	65.7
6	11	31.4	34	97.1
7	1	2.9	35	100.0

Factor: Waiting time

ITEM29	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	4			
2	10	25.0	10	25.0
3	2	5.0	12	30.0
4	6	15.0	18	45.0
5	16	40.0	34	85.0
6	5	12.5	39	97.5
7	1	2.5	40	100.0

Factor: Personnel
appearance

ITEM30	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	6			
2	1	2.6	1	2.6
3	7	18.4	8	21.1
4	18	47.4	26	68.4
5	11	28.9	37	97.4
6	1	2.6	38	100.0

Factor: Personnel
efficiency

ITEM31	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	7			
2	2	5.4	2	5.4
3	8	21.6	10	27.0
4	4	10.8	14	37.8
5	13	35.1	27	73.0
6	10	27.0	37	100.0

Factor: Personnel courtesy

ITEM32	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	5			
2	2	5.1	2	5.1
3	1	2.6	3	7.7
4	7	17.9	10	25.6
5	15	38.5	25	64.1
6	13	33.3	38	97.4
	1	2.6	39	100.0

Table 2-17

Q: Please rate your satisfaction with the following elements of the Columbia Mets organization.

Factor: Music selection

ITEM33	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	2			
2	9	21.4	9	21.4
3	4	9.5	13	31.0
4	12	28.6	25	59.5
5	11	26.2	36	85.7
	6	14.3	42	100.0

Factor: Public address system

ITEM34	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	2			
2	7	16.7	7	16.7
3	4	9.5	11	26.2
4	7	16.7	18	42.9
5	14	33.3	32	76.2
	10	23.8	42	100.0

Factor: Stadium appearance/cleanliness

ITEM35	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	4			
2	2	5.0	2	5.0
3	1	2.5	3	7.5
4	6	15.0	9	22.5
5	9	22.5	18	45.0
	22	55.0	40	100.0

SEASON TICKET HOLDERS

ITEM36	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	4		4	
2	1	2.5	5	2.5
3	4	10.0	9	12.5
4	7	17.5	16	30.0
5	13	32.5	29	62.5
6	14	35.0	43	97.5
7	1	2.5	44	100.0

Factor: Restroom cleanliness

ITEM37	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	6		6	
2	1	2.6	7	2.6
3	1	2.6	8	5.3
4	3	7.9	11	13.2
5	11	28.9	22	42.1
6	21	55.3	43	97.4
7	1	2.6	44	100.0

Factor: Restroom waiting time

ITEM38	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	5		5	
2	3	7.7	8	7.7
3	1	2.6	9	10.3
4	5	12.8	14	23.1
5	14	35.9	28	59.0
6	15	38.5	43	97.4
7	1	2.6	44	100.0

Factor: Parking availability

ITEM39	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	2		2	
2	5	11.9	7	11.9
3	2	4.8	9	16.7
4	6	14.3	15	31.0
5	16	38.1	31	69.0
6	12	28.6	43	97.6
7	1	2.4	44	100.0

Factor: Security outside the stadium

SEASON TICKET HOLDERS

Factor: Lighting outside the stadium

ITEM40	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	1			
2	2	4.7	2	4.7
3	3	7.0	5	11.6
4	6	14.0	11	25.6
5	19	44.2	30	69.8
6	12	27.9	42	97.7
	1	2.3	43	100.0

Factor: Security inside the stadium

ITEM41	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	9	20.5	9	20.5
2	3	6.8	12	27.3
3	7	15.9	19	43.2
4	11	25.0	30	68.2
5	14	31.8	44	100.0

Factor: Personnel helpfulness

ITEM42	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	3			
2	4	9.8	4	9.8
3	5	12.2	9	22.0
4	10	24.4	14	34.1
5	17	41.5	24	58.5
			41	100.0

Factor: Personnel friendliness

ITEM43	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	7			
2	3	8.1	3	8.1
3	5	13.5	8	21.6
4	7	18.9	15	40.5
5	10	27.0	25	67.6
	12	32.4	37	100.0

Table 2-18

Q: What would motivate you to attend Mets games more often?

ITEM44	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	29			
	15	100.0	15	100.0

Factor: Better won/loss record

SEASON TICKET HOLDERS

ITEM45	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	31	100.0	13	100.0

Factor: Ticket purchasing incentives

ITEM46	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	30	100.0	14	100.0

Factor: Improved access/parking facilities

ITEM47	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	20	100.0	24	100.0

Factor: More promotional items (giveaways)

ITEM48	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	21	100.0	23	100.0

Factor: More promotional events (entertainment)

Table 2-19

ITEM49	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	35	79.5	35	79.5
2	7	15.9	42	95.5
3	2	4.5	44	100.0

Q: Do you feel you get your money's worth at a Mets game?

Table 2-20

ITEM50	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
2	3	6.8	3	6.8
3	6	13.6	9	20.5
4	14	31.8	23	52.3
5	21	47.7	44	100.0

Q: How enjoyable is/are your visit(s) to Capital City Stadium?

Table 2-21

ITEM51	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	29	65.9	29	65.9
2	9	20.5	38	86.4
3	6	13.6	44	100.0

Q: Do you feel a sense of community identification with the Columbia Mets?

Table 2-22

Q: How would you rate your sense of community pride and loyalty to the Mets?

ITEM52	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
2	1		1	
7	7	16.3	8	16.3
3	7	16.3	15	32.6
4	14	32.6	29	65.1
5	15	34.9	44	100.0

Table 2-23

Q: How would you rate the Mets in terms of making you feel welcomed at the ballpark and showing that they appreciate your support?

ITEM53	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
2	2	4.8	2	4.8
1	2	4.8	4	9.5
2	2	4.8	6	14.3
3	8	19.0	14	33.3
4	16	38.1	30	66.7
5	14	33.3	44	100.0

Table 2-24

Q: Presuming that you use the product of a Mets sponsor, how likely are you to buy products from sponsors when the product is of similar quality and price?

ITEM54	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
3	3	41.5	3	41.5
1	17	9.8	20	51.2
2	4	48.8	24	100.0
3	20		44	

Table 2-25

Q: Do you agree or disagree with the following quote? "A successful team cannot be measured by wins and losses alone. In addition, a team is measured by its level of commitment to the community that supports it."

ITEM55	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	1	88.4	1	88.4
2	38	4.7	39	93.0
3	3	7.0	42	100.0

Table 2-26

Q: How would you rate the level of community involvement of the Columbia Mets?

ITEM56	FREQUENCY	PERCENT	CUMULATIVE FREQUENCY	CUMULATIVE PERCENT
1	1	2.3	1	2.3
2	11	25.6	12	27.9
3	22	51.2	34	79.1
4	9	20.9	43	100.0

SUMMARY OF ITEM ANALYSIS

The following is a summary of the key points obtained in the item analysis:

- 40.8% of the respondents did not attend any Columbia Mets games during the past (1990) season.

- 32.7% of respondents attended one Mets home game during the current (1991) season.

- The Columbia Mets need to work on improving repeat attendance by their fans. Some sort of strategy and methodology needs to be developed to attract and monitor first-time attenders and casual attenders.

- 94.2% of the respondents are not season ticket holders.

- The team schedule continues to be the most effective way to promote and advertise baseball games.

- The mode for how many people attended a Mets game with the respondent was one.

- 30.9% of the respondents are between the ages of 26 and 35.

- 65.4% of the respondents are male.

- 63.3% of the respondents are married.

- 91.5% of the respondents are white/caucasian.

- 50.8% of the respondents did not have any children 14 or younger attending the game with them.

- 32.0% of the respondents are college graduates.

- 24.8% of the respondents make between \$35,001 and \$50,000 a year for their household income.

- 9.4% of the respondents reside within the 29223 zip code in the greater Columbia area.

- The Mets ticket office received mean scores all over 4 on a scale of 1 (poor) to 5 (excellent) for all areas questioned in the survey.

- The Mets novelty/souvenir stand received mean scores ranging from 3.38 to 3.92 on a scale of 1 (poor) to 5 (excellent). All three areas were rated satisfactory, but there was concern over price and value of the merchandise.

- The Mets concession stands also reflected a customer concern over price and value. Cleanliness and personnel courtesy were the only two areas out of eight to receive mean scores above 4. Price/value received the lowest mean score of all eight areas with a 3.19.

- All other areas of the Mets operation received high mean scores (above 4) except music selection and the public address system. Both of these areas were rated above average, but there is concern among the respondents that should be looked at by the Mets.

- The respondents say that more promotional items (giveaways) will motivate them to attend more Mets games. This response was followed by more promotional events (entertainment).

- 90.3% of the respondents felt they were getting their money's worth at a Mets game.

- The mean score for respondents when asked if how enjoyable their visit(s) is/are to Capital City Stadium, was 4.39 on a scale of 1 (poor) to 5 (excellent).

- 67.3% of the respondents say they feel a sense of community identification with the Columbia Mets.

- The respondents rated their sense of community pride and loyalty to the Mets with a mean score of 3.65 on a scale of 1 (poor) to 5 (excellent).

- The mean score was 3.99 when asked if the Mets make the respondents feel welcomed at the ballpark and if they feel appreciated for their support of the Mets.

- 49.1% of the respondents are not sure if they would buy products from Mets sponsors if the product is of similar quality and price of those offered by non-Mets sponsors.

- 87.4% of the respondents agree that "A success team cannot be measured by wins and losses alone. In addition, a success team is measured by its level of commitment to the community that supports it."

- 50.5% of the respondents felt that there is not enough community involvement by the Mets.

The Columbia Mets organization did extremely well overall in this image research survey. They are perceived by their fans as having an above average operation if not close to excellent in several areas. There is quite a bit of concern by the respondents over the price and value of food and merchandise sold at Capital City Stadium. The Mets draw a young crowd on average. They are well educated and have an above average household income. However, almost all (91.5%) of the respondents are white/caucasian. If the Mets could develop a method of attracting minority fans and a method to gain repeat business, they might experience a boost in their attendance figures. The Mets organization needs to become more involved with the Columbia area through community relations projects by the players and front office staff. With more involvement in the community, the city of Columbia may begin to really feel that the Mets are "their hometown team." The Columbia Mets have a solid foundation upon which to build and it is hoped that this project will benefit them with vital information to help reach their full potential as an organization.

SUMMARY OF FAN COMMENTS

Respondents were given several opportunities to voice their comments to the Mets front office. The complete list of fan comments is attached at Appendix C. More than 50 pages of comments were transcribed by the investigator and comments were typed for this project as they appeared on the actual survey. The investigator separated the fan comments into six main areas: stadium operations/improvements, front office personnel, promotion.advertising and support, concession/souvenir stands and favorable comments.

Within the area of stadium operation/improvements, fan comments were subdivided into comments concerning: children, security, stadium improvements, mascot, miscellaneous, parking lot, fan involvement, ticket price and seating concerns, music and public address system. The general theme of the comments concerning children involved having more promotions and giveaways geared towards children. In addition to providing more youth activities, many fans commented on the need for the Mets to control children at

the ballpark. There were not very many comments concerning security, but almost all of them addressed a need for improved security at the ballpark.

The subarea of stadium improvements received fan comments of a wide variety. Fan comments ranged from spraying for bugs to providing a place to change baby diapers. Quite a few comments were made on the need to replace the black net that protects fans from foul balls. Many fans consider the net too heavy to properly see through. Fourteen fans commented on the need for the Mets to have a mascot. This concern has been addressed by the Mets organization as fans will see "Bomber" the mouse this season, the Mets first-ever mascot.

Within the comments concerning the parking lot, the vast majority of fans remarked on the need for the parking lot to be paved. In addition to paving the parking lot, fans commented in general on the need for more lighting and better parking arrangements. The Mets received quite a few comments stressing the need for more fan involvement during the game. The basic feeling voiced in this area centered around the need for more promotional events to get the fans involved while at the ballpark.

Almost four pages of fan comments dealt with the price of tickets and seating at Capital City Stadium. Most of the comments were concerned with the layout of seats and the need to rearrange the configuration from last season. This has already happened and all the seats have been redesigned for this season (1992). Some of the other comments voiced by the respondents focused on keeping ticket prices low or reasonable and a need for more comfortable seats. The Mets public address system and announcer took a beating in the comments made by fans. The message to the Mets front office was to get a new system and a better announcer. Fans will see and hear both requests this season (1992) with a new 15-speaker concert sound system and a new public address announcer.

Just over 30 fans commented on the Mets front office staff. Most of the comments were negative and were centered around fans feeling like the front office does not care about them. Some people stated that the front office was not honest with fans and extremely uninterested in their comments and opinions. Eleven pages of comments were dedicated to promotions and advertising. The fans were very direct to the Mets that they

want more promotional events, more giveaways and better advertising. Under new general manager Bill Shanahan, the Mets will have some type of promotion or giveaway at every home game this season (1992). Shanahan wants to make every game an event and increased advertising efforts should help this program.

The concession and souvenir stands received almost nine pages of comments from the respondents. The general theme focused on a lack of quality for a high price. There were several comments geared towards certain products that the Mets do or do not carry at the ballpark. But, the vast majority of fans felt the prices were too high and the service too slow. This should be corrected this year (1992) with the addition of Volume Services as the Mets new concessionaires. Volume Services runs all concession operations for the University of South Carolina and several professional sports arenas.

While it may seem that the Mets received quite a bit of negative comments, they also received almost 130 favorable comments on their operation. Quite a few fans are very pleased with the changes and improvements at Capital City Stadium this past season (1991). The Mets management is doing a very good job as the results of the survey indicate. But coupled with the suggestions received from this project, the Mets should be able to better focus their attention on the areas that most concern their fans. The client has already corrected, improved and implemented several suggestions and comments given by the respondents.

V. CONCLUSIONS AND RECOMMENDATIONS

The bottom line is that the Columbia Mets are perceived as doing a very respectable job and most fans are pleased with their overall operation. This survey, especially its qualitative, free-response portion, indicated a number of specific areas where there is room for improvement. The author believes that follow-up fan surveys, such as the one accomplished for this project, can provide additional focus on the areas that might need improvement and can indicate fan responses to changes made in the recent past.

This study suggests that baseball, like cars, televisions and fast food must be presented and sold to the consumer or fan. The literature review indicates that baseball fans are extremely involved with the success or failure of their favorite team. Baseball fans can recite statistics from years gone by, but might not be able to remember what they had for dinner the night before. Thus promotion of a baseball game is a different and a more subtle problem than marketing or working on public relations in most other product and service areas. The research detailed in Chapter II indicates some of these subtleties.

If a minor league baseball team is to survive, fans must occupy seats. The special efforts to increase attendance and to increase fan satisfaction must be harmonized with the situation in each team's city. What works in Kenosha may not work in Columbia. Market differences require detailed study. Each team's approach to public relations in their community must be unique. It.

order to find out what works in Columbia or any other city, it is clear that research is a key instrument. The competition for the consumer's leisure dollar is very intense and successful organizations must keep their finger on the pulse of the consumer.

In baseball the key is to understand the fans. Who are the fans demographically? What do they like and dislike about the operation? What will make them return and what will turn them away? These are some of the key questions that should be addressed by public relations research in baseball. The Columbia Mets needed to know who is coming to Capital City Stadium in order to attract more people and to keep the current fans coming back. This study provides them with baseline information and can be referred to for comparisons as additional studies are made.

In the end it doesn't matter how the Mets themselves think they are doing as an organization. The only real voice that counts is that of the person buying the ticket, the hot dog or the cold beer. The opinion that counts is that of the fan, the person that really pays the bills.

A special value of this study is the information it provides "beyond demographics" of the fans' likes, dislikes and most importantly, their perception of the Mets. It is already apparent that some results of this research are finding application in the current season.

The author was concerned with the findings of how many games season ticket holders and fans attended last season and this season. The results in the previous chapter indicate that most season ticket holders did not attend any games last season and only a few games during the season under study. It is not clear to the author if some of the season ticket holders misunderstood their status as season ticket holders and are really only coupon book holders. The Mets sell coupon

bocklets of tickets for a discount price. The author feels this is an area of concern for future research and the Mets should ensure any confusion, if any, over season ticket holder status be clear in future studies. If Mets season ticket holders are only attending a few games each season, the author believes this should be an area of concern for the Mets front office.

The author believes that the previous chapter provided a complete summary of the item analysis, so an additional summary was not included in this chapter. The qualitative comments from the fans to the Mets front office can be found at Appendix C. The author feels that the qualitative comments provide the Mets with first-hand information on the "feelings" and perceptions of their fans.

The author recommends that the Mets use this project as a foundation for future research. The survey should be reviewed and modified as needed to conduct additional image research. Indeed, the Mets need to establish a system for conducting longitudinal research. This type of research can be very beneficial for tracking performance and learning the success or failure of different programs and promotions tried by the Mets.

The author recommends that the Mets could use different, smaller surveys to conduct research on specific areas of concern. The Mets could construct a survey instrument that deals only with demographic questions. Or, they could construct a survey instrument to research how the Mets draw with certain promotions or against certain teams. The possibilities are endless and results potentially very useful.

The Mets cannot rest on a one-time survey to be the answer to their various concerns. The

club needs to realize the value of systematic research and establish a system to continue to keep their finger on the pulse that count; that of the fans.

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APPENDIX A

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Columbia, SC 29202
803-56-4110

Capital City Stadium
301 S. Assembly Street
Columbia, SC 29201
FAX (803) 256-4338



MEDIA RELEASE

CONTACT: MATT GOWARTY
FOR IMMEDIATE RELEASE

JANUARY 14, 1991
CALL 254-METS

EXCITEMENT, ENTERTAINMENT & GOOD, CLEAN FAMILY FUN

Columbia, SC - The reigning South Atlantic League champion Columbia Mets announced today over fifteen additions and improvements for the 1992 season. Although Capital City Stadium, home of the 33rd Annual SAL All-Star Game, is one of the newest facilities in the South Atlantic League, the Mets are fine tuning areas to make every trip to the ballpark more enjoyable for the Columbia fans.

The changes include all aspects of the organization: the stadium, the front office, the concessions, and the baseball operations. The stadium modifications include:

State of the Art Concert Sound System Creates Electric Atmosphere
Capital City Stadium will be receiving a concert quality state of the art sound system. The new equipment will allow better quality music with updated and varied selection of entertainment between innings.

Closed Circuit Television - View the Game While You Wait
The Columbia Mets are preparing to install closed circuit monitors into our two main concession stands to insure that fans will not miss any exciting action while waiting to purchase food and beverages.

(more . . .)

1991 South Atlantic League Champions

(Excitement, Entertainment, . . .)

(page 2)

Outdoor Cafe - Great Place to Take a Date

The premiere eating area will be greatly enhanced. New additions to the left field area include a 20' x 20' tent for groups, picnics, and birthdays, counter seating along foul line area, patio tables and chairs, colorful umbrellas, and bar waitress service to establish the outdoor cafe flavor.

Playland for the Kids - Don't Leave Them "Home Alone"

Along the left field side, a children's playland will be added. The supervised area will include basic playground fare to keep our smallest fans entertained.

Super Box Seat Section with Full Waitress Service

In order to provide easier access to the seats, the fifth row has been removed to make a walkway around the stadium. The first four rows of box seats will be Super Box Seats. These seats are the closest to the field, where you can almost touch the players, and will be provided with waitress service throughout the entire game.

Diamond Girls to Sparkle

The Diamond Girls will be the newest good will ambassadors for the Columbia Mets. As well as ushering during the games, the Diamond Girls will make public appearances with players and also by themselves when the players are unavailable.

SCAT Ticketing - 12 New Ticket Outlets

SCAT Ticketing has joined the Columbia Mets to handle all of Capital City Stadium's ticketing needs. The addition of the computerized tickets will assist in alleviating long lines to purchase tickets and will add a dozen outlets to make the purchase more convenient.

Volume Service To Operate Concessions - Food Service At Its Finest

To help improve concession quality and timeliness, the Columbia Mets have leased out the concession rights to Volume Services of Spartanburg, SC. Volume currently runs Williams-Brice Stadium, Sarge Frye Field, The Metrodome, Yankee Stadium, and Tampa Stadium. Their experience and quality service will increase the quality satisfaction of all fans for food and beverage during the games.

Carolina Coliseum Group Sales & The Mets - A Winning Combo

The group sales division at the Carolina Coliseum have teamed up with the Mets to make a winning combination. With their previous experience and contact, the group sales office will make group picnics and packages more aware in the Midlands.

(more . . .)

(Excitement, Entertainment, . . .)

(page 3)

Internship Program With USC - Learning Baseball

With the cooperation of the University of South Carolina, the Mets have set up an internship program to assist in the education of five students. This program provides a wide-based realm of opportunities for the interns to insure valuable experience.

Press Box Renovation - Media Deserve First Class Treatment

To raise the comfort level for the Columbia media, the press box will be equipped with air conditioning and carpeting.

Seating Reconfiguration - Customer and Guest Come First

The seating in Capital City Stadium is being revamped to a more traditional baseball atmosphere. From the suggestion of our fans, we are relocating box seats to include the areas on outfield sides of the dugouts and general admission seats will be included behind home plate and under the roof.

Ticket Pricing - Mets Add Service, Lower Box Seat Ticket Price

For the 1992 campaign, the Columbia Mets have lowered one ticket price while not raising any other. For the individual game, a Super Box Seat will be \$5, a box seat (rows 6 through 11) will be \$4.50, a reserved seat will be \$4, and general admission tickets will be \$3. Children under 12, senior citizens, students and active military will receive a \$1 discount on general admission.

South Atlantic League All-Star Game - Columbia To Be Showcased

The City of Columbia and Capital City Stadium will host the 33rd Annual SAL All-Star Game on June 22, 1992. In conjunction with the Metro Sports Council, the Mets are anticipating a great deal of enthusiasm for this special event.

Radio Schedule - Play By Play with Power

WVOC-AM 56 will once again be the voice of the Mets for the 1992 season. WVOC will broadcast over 60 regular season games throughout the season with Jim Powell calling the play by play for the second season. WVOC will also broadcast the South Atlantic League All-Star Game and any post season games the Mets are involved in.

Wednesday Luncheons - Experience It Again...For the First Time

To showcase Capital City Stadium, the Mets will be hosting bi-weekly luncheons in our Outdoor Cafe for local business dignitaries. This will allow business people to see the beauty of Capital City Stadium who may have never been to a ball game and see and experience the ball park.

(more . . .)

(Excitement, Entertainment, . . .)

(page 4)

Message Center

A late season addition in 1991, the scoreboard message center will be fully utilized for the 1992 slate. Some of its purposes include game updates, welcomes, special announcements, and entertainment between innings.

"We are very excited about premiering Stage 1 of our plan to entertain, market, and promote to . . . and for our community." said Vice President/General Manager Bill Shanahan. "Now, we begin Stage 2 which will entail community involvement throughout Columbia. All of these changes will make Capital City Stadium more exciting, entertaining, and a great place for family fun."

STAGE 2 . . . COMMUNITY INVOLVEMENT

COMING SOON . . . TO A BALLPARK NEAR YOU

#

APPENDIX B



COLUMBIA METS FAN SURVEY 1991

The Columbia Mets are interested in learning more about what you enjoy at the games. The following survey gives you an opportunity to express your like and dislikes. Completing the questionnaire is easy and will not take long.

To say "Thank You" for completing this survey, the Mets will give you a complimentary ticket for an upcoming game in the 1991 season once you return this completed survey to a member of the Mets Survey Team. Thank you for your cooperation. Enjoy the game.

1. How many Mets home games did you attend last season (1990)?

2. How many Mets home games have you attended this season (1991)?

3. Are you a Mets season ticket holder? Yes No (Circle One)
4. How did you know there was a Mets game tonight? (Mark One)
 - (a) I have a team schedule
 - (b) Newspaper
 - (c) Television
 - (d) Radio
 - (e) Other _____
5. How many people attended today's game with you? _____
6. What is your approximate age? (Mark One)
 - (a) 18-25 (years)
 - (b) 26-35
 - (c) 36-45
 - (d) 46-55
 - (e) 56+
7. Your sex is: (a) Male (b) Female (Mark One)
8. Your current marital status? (Mark One)
 - (a) Married
 - (b) Unmarried (single, divorced, widowed, etc.)
9. Ethnicity (Mark One)
 - (a) White/Caucasian
 - (b) Black/African-American
 - (c) Hispanic
 - (d) American Indian
 - (e) Oriental/Asian
 - (f) Other _____
10. How many children (age fourteen or younger) are attending this game with you? _____

11. Your highest level of education is? (Mark One Only)
- (a) Professional or graduate school
 - (b) College graduate
 - (c) Attended some college
 - (d) High school graduate
 - (e) Attended high school
 - (f) Grammar/junior high school
12. The yearly household income is? (Mark One Only)
- (a) Less than \$15,000
 - (b) \$15,001 - \$24,000
 - (c) \$24,001 - \$35,000
 - (d) \$35,001 - \$50,000
 - (e) \$50,001 - \$75,000
 - (f) Over \$75,000
13. What is your home zip code? _____
14. Please indicate your satisfaction with the Mets Ticket Office:
- | | Poor | | | | | Excellent | |
|-----------------------|------|-----|-----|-----|-----|-----------|--|
| (a) Waiting Line Time | (1) | (2) | (3) | (4) | (5) | (N/A) | |
| (b) Ticket Seller | (1) | (2) | (3) | (4) | (5) | (N/A) | |
| (c) Telephone Charge | (1) | (2) | (3) | (4) | (5) | (N/A) | |
| (d) Mail Order | (1) | (2) | (3) | (4) | (5) | (N/A) | |
| (e) Telephone Info | (1) | (2) | (3) | (4) | (5) | (N/A) | |
| (f) Personnel-- | | | | | | | |
| Friendliness | (1) | (2) | (3) | (4) | (5) | (N/A) | |
| Appearance | (1) | (2) | (3) | (4) | (5) | (N/A) | |
15. Please rate the Novelty/Souvenir stand inside Capital City Stadium: (Mark One In Each Row)
- | | Poor | | | | | Excellent | |
|-------------------------|------|-----|-----|-----|-----|-----------|--|
| (a) Variety of Products | (1) | (2) | (3) | (4) | (5) | (N/A) | |
| (b) Product Quality | (1) | (2) | (3) | (4) | (5) | (N/A) | |
| (c) Price/Value | (1) | (2) | (3) | (4) | (5) | (N/A) | |
16. Please rate the Mets food concession stands:
- | | Poor | | | | | Excellent | |
|-------------------------|------|-----|-----|-----|-----|-----------|--|
| (a) Variety of Products | (1) | (2) | (3) | (4) | (5) | (N/A) | |
| (b) Product Quality | (1) | (2) | (3) | (4) | (5) | (N/A) | |
| (c) Price/Value | (1) | (2) | (3) | (4) | (5) | (N/A) | |
| (d) Cleanliness/ | | | | | | | |
| Appearance | (1) | (2) | (3) | (4) | (5) | (N/A) | |
| (e) Waiting Time | (1) | (2) | (3) | (4) | (5) | (N/A) | |
| (f) Personnel-- | | | | | | | |
| Appearance | (1) | (2) | (3) | (4) | (5) | (N/A) | |
| Efficiency | (1) | (2) | (3) | (4) | (5) | (N/A) | |
| Courtesy | (1) | (2) | (3) | (4) | (5) | (N/A) | |

APPENDIX C

FAN COMMENTS

WHAT MESSAGE WOULD YOU LIKE TO GIVE THE METS FRONT OFFICE SO THAT THEY CAN MAKE ATTENDING A METS GAME A MORE ENJOYABLE EXPERIENCE?"

STADIUM OPERATIONS/IMPROVEMENTS**CHILDREN**

"I would like to see less beer sales so a more family like atmosphere could be seen."

"Keep the family atmosphere, no beer."

"Having DARE Bear, Cub Scouts, and the sale of beer on the same day - mixed message?"

"Quit selling beer at games specifically for kids, Boy Scouts, etc."

"Maybe promotions with public schools would increase attendance."

"Recognize youth groups more often."

"Earlier start time so I can bring my children."

"Have more things for children."

Encourage children to have more Cub Scout days, etc."

"More security - kids running around without supervision throwing baseballs at birds."

"Be helpful - keep kids in their seats and off the dugout."

"Control kids in stands that bother fans trying to enjoy game."

"For parents to control their children not let them disturb others at the game. Keep them seated while Mets play!"

"Make parents responsible for their children. Keep them from running lose all over the place."

"Any promotions that get kids to the park. If you can get kids their parents will come."

"Kids are an important factor to sport. They are the future. Recognize them more."

"Have a play area for children."

"Do something for youngsters that we bring."

"Sponsor more children involvement activities."

"Keep children off the walls."

"More kids nights."

"More people need to control their kids - other than that we enjoy all the games."

"Get to the schools and let the kids know what you have to offer."

"More child involvement before and after the game."

"More kid programs."

"To give more giveaways to kids 12 and under."

"More interaction from team with children after or before games."

"Please give more promotional items to the children."

"Allow children to meet players prior to the games."

"The ballpark should have more promotional giveaways for children on the weekend, so that more families will attend."

"More community involvement with schools and little league teams. Players more assessable to children for autographs."

SECURITY

"Security outside the stadium."

"Better security."

"Limit profanity and take out drunk fans."

"Security needs to control the kids."

"The security inside the park should be stronger."

"I have been here for 2 hours and I saw 2 police outside and 1 inside in this neighborhood. More security (please)."

"I think the management needs to improve the security and more concern for its fans. They need to check people bringing items in the park that they sell. By allowing things brought in the park they are losing money."

"Get a friendlier security agency."

STADIUM IMPROVEMENTS

"Need more overhead cover."

"Better scoreboard with player's name."

"Bigger scoreboard - easier to read."

"Some billboards might help as well as road signs directing folks to the stadium. The WACH commercial is a start but could be better."

"There needs to be some place for men/women to change dirty diapers. No counters in rest rooms."

"Better bathroom mirrors."

"Mirrors in girls bathroom."

"Separate smoking/non-smoking area."

"Consider installing a wall or railing at front row of bleacher seats."

"Air condition stadium."

"More grandstand area."

"Need more covered seating."

"Roof over the whole stadium."

"Put the flags around the stadium."

"Maybe add a clock to the stadium so people without watches can know the time."

"Can't see through black nets."

"Don't like the heavy screen."

"Need more drinking fountains (kids). Replace net in front of stands with larger openings - metal fence. Cannot see at an angle through the net when trying to follow the ball."

"Lineup should have a scorecard. Opening night was very poor in terms of getting folks back to the park."

"Screen is hard to see through."

"I don't like the mesh nets."

"Change the netting."

"Need to open up more gates to let people in and out."

"Ability to leave stadium if important matter arises."

"Spray the area."

"Spray for mosquitoes."

"Spray the field to keep the bugs down!"

"Use the scoreboard to update other South Atlantic League scores. Lose the dot race. More trivia, facts about the players. There is very little about the team in the program. Less front office/organization - more player info."

"Bring back Elvis on the back fence!"

"Move stats on scoreboard."

"Keep facilities clean and neat. Make sure people feel safe when having a night game."

"Need mirror in the ladies room."

"Mirror in women's rest room."

"Need a water fountain at rest rooms."

"You need to make the community feel involved like the Gamecocks football team. You need excitement - something wow - mascot might help."

"I'm not aware if you have a mascot but if you do not, you may want to have one. The main purpose would be to get the fans to cheer more."

"How about coming up with a mascot that is better representative of the town and/or identifies the town better."

"At Durham, there is an identifiable symbol at the park: a Bull which spouts smoke and whose eyes turn red when the team scores. Something like that would help."

MISCELLANEOUS

"More double headers."

"Would like to see more games during the school year."

"Local ownership."

"AA baseball."

"Bring in a triple A team."

"Number 9 always thrills me, why not more of his type."

"Double A baseball."

"Bring on a AA baseball team."

"Do not allow smoking in the park."

"Let the players play the game."

"To use the best skilled players on the field."

"Make the game go faster! Provide magazines and TV's."

"Get better umpires."

"Occasionally introduce spouses, etc."

"More fans = better time - players feel better supported."

"More 'aliveness' on the field."

"The bat boys work hard and should be announced at the beginning of the game with the team and umpires."

"Better ref's - they really missed a few lines (not in our favor)."

PARKING LOT

"Better organized parking."

"Paved parking. Lighting in parking lot. Lot attendants more visible. Fence behind 1st base."

"Make a paved walking area from parking lot to the entrance."

"Pave the parking."

"Better parking."

"I've had a bad experience with parking attendants. I rode by 100 parking spots before I was allowed to park (at game time)!"

"Why do I have to park at 'the top of the hill' when I'm early and there are parking spaces closer?"

"Fix the parking lot and the flooding."

"Open access gates to enter and exit. Free parking."

"Water problem - flooding - is a major deterrent in coming on potentially rainy nights."

"Keep after the city - outside lighting and paved parking."

"Need to do something about traffic into and after the games."

"Take the parking away from the city!! Arrangements (parking) are screwed up and parking attendants are uninformed."

"Get better drainage and better lighting for the parking lot."

"Parking lot is not paved. Open gate on Assembly Street for parking."

"Improve the parking lot."

"Pave parking lot and let people park outside the ticket gates instead of walking so far."

"Have parking lot paved and open entrance on Assembly Street."

"Pave the parking lot."

"Pave parking lot and more advertising."

"Stop charging for parking."

"Have more than one entrance to park for automobiles."

FAN INVOLVEMENT

"Before game availability to fans!"

"Also, personalize the players talk about them more."

"The players get more involved with the young children. More autographs, pictures, etc."

"I would like to see more community involvement from the Mets - I don;t know of anything they have done."

"More personal communication with the players."

"Have a way to know the players and coaches on a more personal basis."

"Improve field - grass. More fan involvement. More fan/player activities - publicize."

"Get some gimmicks to pick up crowd involvement."

"My son was not happy because the Mets would not sign his autograph book."

"Contest each game for free signed Mets ball."

"More public relations with ball players."

"Picture night for kids is good."

"Have more participation from fans on field such as shagging flies like they do in Atlanta."

"Fan participation during game."

"What's the possibility of a pro exhibition game? I follow the Braves (Atlanta) and have been to a World Series - exhibition would be fun!!!"

"Make the Marlboro Man move!!!"

"Have a photo day."

"Do the Mets ever meet the public? Such as picture day - hand shakes, etc.?"

"More on field entertainment between inning and/or games (pre/post)."

"Get the players to associate with fans."

"More personal communication with the players."

"Promote more fan participation. More advertising."

"You should report in the State paper #1 draft picks of visiting team so kids could come and get their autograph. Example: Robbie Becket #1 draft pick with Padres/Charleston Rainbows."

"Bring in guest ball players from the past, present."

"I frequency listen to the sports talk show on WVOC. You could do more player interviews, etc."

"More and continued radio broadcast (WVOC)."

"Meet players - get autographs."

"Bring ex-major leaguers for signing sessions. Dump Continental Cards."

TICKET PRICE AND SEATING CONCERNS

"I would attend more games if the price of box seat tickets were lower. These are the only seats I will purchase. At \$10 a game it's not reasonable to go to a lot of games per week. Too bad, I like the Mets. My son is a big baseball fan."

"They are doing fine, but should make sure you are aware of which seats may be blocked by poles or something. (H section)."

"I encourage ticket purchase discounts."

"Discount coupons would help my family of 6, but unless we happen to see or hear other fans speak of them: we pay full price."

"Mini season tickets."

"Granted excessive rain has caused problems with attendance but there is a big need to inform in advance (approx. 6:30) of rain out's. Personal reference."

"Better timing on night games."

"Roof over all seats."

"Better general admission seats."

"Put backs on all seats."

"Make sure people sit in proper seat - check tickets to make sure they belong in section."

"It cost our family tonight \$20 for tickets, parking and food (4 hot dogs and 2 Cokes). We would come more often, but too expensive."

"Would appreciate more reasonable prices and tickets and food and prices for families."

"I feel that there are too many box seats, while the general admission seats are at the ends. Though I sit in reserve, I feel the general admission should wrap around at the top of the stadium."

"Come up with an idea to get people to sit in the box and reserve seats."

"Probably all reserve seats should have been under cover."

"Cushioned seats."

"Improve ticket office."

"Rearrange seating!! Most fans seated in bad seats (beyond 1st and 3rd base) eliminate mid-range seats."

"Lower box seat price a dollar for incentive."

"Cushier seats and free pom poms."

"More comfortable seats."

"Change seating - currently is ridiculous."

"Cut the price of the tickets behind home plate. Box seats don't have to go all the way to the press box."

"Making the general admission seats more comfortable; add pillows."

"To allow the public with a long drive to the game an ample amount of time to verify if game is to be cancelled."

"Improve general admission seating."

"Seats in box section aren't comfortable! (bottom of seat too short - poor leg support) Also, too high off the ground."

"Give season ticket or book holders a stub to be able to win a gift."

"Sell season tickets."

"Have reserve section with no beer consumed in it."

"Call season ticket holders numbers a bit more often for prizes."

"Padded seats."

"Enforce the seating."

"The implication of the general admission ticket book being a \$60 value for 15 tickets plus a family ticket is confusing and seemingly a \$45 value, saving only \$10. Needs to be presented better and perhaps at a better price."

"Keep general admission ticket holders in general admission area."

"Keep admission low."

"All seats box seats."

"Better seating control."

"Reserved seats more plentiful and less expensive."

"Less box seats."

"I would also suggest the number of reserved seats be decreased."

"Control traffic through box seats."

"Don't enforce seat assignments unless the stadium is crowded."

"Control seating better - have someone stopping children from running through seats."

"All the covered seats this year are reserved. If it rains; general admission must leave or get wet as we are not allowed to sit there."

"Better seating on general admission."

"Open ticket office at 5:30 - 5:45 p.m. for a 7:05 game."

MUSIC

"Organ music for participation of crowd. More promotional tickets."

"Larger music selection, bass (?) singing the National Anthem (Rich Conant)."

"Have more between inning entertainment."

"Play pretty corny music - more organ music."

"Do away with the clapping recording."

"I don't care for your rendition of the National Anthem. The soloist in June was terrific!"

"Play some more corny music it makes things less serious and more entertaining."

"Music is too loud sometimes. Dead skunk is OK!"

"Play 'Dead skunk in the middle of the road' again."

"When a visiting pitcher walks a Mets player, play music i.e. Walking through the park one day."

"Organ music during the inning as opposed to only between innings."

"Don't make the music so loud."

"Pregame music much too loud. Otherwise we are pleasantly surprised."

"The music is for my opinion too loud between innings."

PUBLIC ADDRESS SYSTEM

"I think the announcer is GREAT!"

"Have a better announcer."

"When the players leave town, announce where they went."

"Public address could be more lively."

"You need a better public address system, i.e., the sound quality is fine, but the people behind it may need changing."

"Better P.A. announcer."

"Get rid of current P.A. announcer."

"Fix and improve the P.A. system, otherwise they do a great job."

"I have been a fan since the return, but the new sound system must go! Upper level seats get very loud volume, lower level is just right."

"I'm happy with the current situation - I miss having the announcer lead us in 'Take me out to the ball game.' I liked last year's announcer."

"Clear P.A. system."

"More info over P.A."

"Turn down P.A. system. It is 'Hell' on people who sit in box. Do a better job of making sure those who pay for box seats are the only ones allowed in box seats."

"I can't understand the announcer."

"Clearer P.A. system."

"The game itself is good, but the PA system is terrible. Announcer only adequate."

"Better PA announcer."

"Tell the announcer to stick to announcing and not try to sound like the circus announcer."

"Cannot understand the announcer very well."

"More 'color' in P.A. announcer."

"Tell the announcer to speak more clearly."

"Build speaker to reach outfield - not loud enough. Poor quality."

FRONT OFFICE/PERSONNEL

"The staff is too good to speak with fans."

"I don't know who the staff is. They do not speak with the fans. They act as if they are too good to speak."

"Keep Jeff Reeser as general manager."

"Get rid of Jeff Reeser."

"The general manager needs to be more friendly."

"Better management. You have a new ballpark that is very pretty, don't loose it with sorry management."

"Please show more camaraderie within the staff. Sometimes it appears the staff is divided among itself."

"The ballplayers appreciate the fans, but the front office doesn't seem to care. If the front office

would have more fun maybe it show when they deal with the fans. The fans are people who can make or break you."

"Management should be as friendly as the players are."

"Management does not accept suggestions. Never have time to talk with you."

"More personalized treatment."

"More contact with fans at the games."

"Listen to the fans, they are your customers."

"The front office people need to mingle with the people in ballpark more - instead of acting like they are a nuisance."

"Jeff is always most helpful."

"Give Robert Hook a raise."

"We'd love to have Tim Blackwell back next year - he's done a great job!"

"Be more friendly."

"Staff is unfriendly."

"Staff should get out and meet the fans. They don't seem to care. This is the 1st season I cannot identify the management in the 7 years I've been coming. I hope next year's staff is a bit more concerned and honest than this year's. I could go on and on, but I won't out you through it. A lot

is wrong that needs to be fixed and it could be."

"Many times, I have called the ball park at 5:00 when I get off, to see if the game has been called off due to rain. I am told the game is on. By 6:00, when I get there; not only is the game called off; everyone was gone. Even the players. The staff should be more honest as we drive 20 miles one way to the game. They could say 'it's a possibility' instead of 'we are gonna play.' This has happened at least 4 times this year."

"When I call for info; I'm usually given the wrong info. If it's raining: I'm told the game is on. When I get there: about 30 minutes later: not only is the game called off: but even the players are gone. This has happened 4 times this year. Phone service should be honest and at least say 'we aren't sure yet'."

"I would like to know in advance if the game is canceled."

"Janice is an unfriendly worker."

"Let Shar sing more often."

"Great trainer."

"I don't feel I get my money's worth at a Mets game because of the personality of the Columbia Mets front office."

"Staff's personal attention given to fans during the ball game."

"Be more friendly."

"Send the staff out to talk to groups - Sertoma Club, Lions, etc. and get them to sponsor players or

prizes."

PROMOTIONAL/ADVERTISING AND SUPPORT

ACTIVITIES

"Keg parties."

"I would like for Dave Williams to return. He was great!"

"Bring back Dave (in uniform)."

"I would like for Dave Williams to return. He was great!"

"Bring back Dave (in uniform)."

"No one cares about wins and losses - we want ACTION!!"

"Hold drawings during games for balls, hats, etc."

"Do goofy stuff between innings - entertain people."

"More office/company/club promotions. More incentives for groups."

"More special entertainment events."

"Give Amigo's their own 7th inning stretch show."

"Where are the Amigo's? That was fun!"

"Perhaps after game entertainment would be a plus 2-3 times a year."

SUPPORT

"One of the serious problems with the Mets is a lack of community identification by the fans."

"I think the Mets organization needs more support from the community!"

"Greater community involvement. More recognition and interpretation by media."

"Everything is ok, but, who are the Columbia Mets? The people in this area like to root for individual player and that of course results in better attendance to games to root for their favorite player. That's why attendance is so good at USC. The people need to know who the Mets really are, where they come from, etc."

"Become part of the community - promotional events, charities, etc."

"More player involvement in the community - let Columbia know and feel that this is their team."

"Tie the team more to the people of Columbia, a few USC players."

"More contact with Midlands communities: involvement with businesses in area."

"Send out information to the community."

"More goodwill publicity to elicit Columbia's support. We (Columbia) seem to support USC, so... more press exposure."

"News articles reflect your concern about low attendance. I lived in Columbia for almost 3 years in the 70's and have only returned here in the last week. Columbia is still a racially divided town. Whites perceive the stadium is not a safe place to come. It is a safe place, but I do not know how you will overcome this perception."

"Empty stands do not generate enthusiasm; find the key to getting people here. I'm a lifelong Columbian, but have never felt our city was very connected to the Mets."

"More publicity for team in community and interaction with community - especially the university."

"Try to keep hometown spirit/atmosphere."

"More awareness of making the Mets enjoyable for the community."

"Have team display more excitement when smaller crowds attend. Realizing that its hard to perform when fan support and attendance are low. Makes it more important for the team to show enthusiasm in order to keep fans coming back."

"Get the city and community to support the Mets more actively."

PROMOTIONS

"More promotional nights like you use to have."

"The promotions this year suck. Advertising sucks. Are you cared to spend a couple dollars? We subscribe to the Lexington paper and never see a thing. Once in a while; we buy a State paper and still only see a tiny ad with no info. And you have to really look hard to find that. TV doesn't really tell you anything. Tell the public about promotions and game schedules. We want know

when we can save a few dollars as we have 3 sometimes 4 people to pay for. Extra activities (concerts) are promoted more than the ball games. This is a shame."

"Pass out paper Mets fans on extremely hot games."

"Need more promotion nights."

"Promote corporate nights more."

"More corporate support through sponsorship and large ticket sales for company employees."

"More of business incentives for the business personal for more support of the Columbia Mets."

"Giveaway prizes at gate for attending game. Have a theme night."

"Promotional incentives for business, i.e., tickets, discounts, etc."

"Ladies night with date, men's night with date. Otherwise singles play."

"More promotional efforts that would tend to attract fathers and sons. Example - free tickets to children with paying adult."

"Giveaway caps, t-shirts, etc., once a month."

"More promotional giveaways, trivia contest are not hard enough and there are too many winners on each question."

"I missed the 'Amigos' - they had been fun to watch."

"Better PR - use of booster club, etc."

"Giveaway items signed by team players."

"There was not enough promotion this year - no giveaways. People who bought ticket book had no numbers to win anything on giveaways - you should have numbered tickets at gate for everyone. What happened to back to school nights at last home stand - its traditional, you could have packed the park!"

"Opening night was a disaster."

"More promotions."

"More giveaways."

"Promote more city-wide."

"What happened to our cheerleaders in the 1st baselines?"

"More home runs. Hooter's Night. Cheerleaders - female (Dallas Cowboy type). Dugout dancers."

"More promotional activities, i.e. like USC night."

"More promotions - more promotions for the kids. This city needs to become more identified with the Columbia Mets."

"More fans would help, otherwise I like it the way it is. More promotions for kids."

"Re-evaluate the promotional themes."

"Need more giveaways."

"Have more promotions, advertise so people know what is going on."

"Keep it up, it will come with community involvement. Need more publicizing though."

"More giveaways. Need extra - struggling law student."

"More promotional items."

"Weather out of your control - has caused us to miss at least 4 games this year. Do promotions early - get people interested and they'll come back."

"More promotional giveaways."

"Keep working on promotions and your positive attitude - I think you'll get bigger audiences. The price is right!"

"Keep sponsoring special event nights."

"More advertising/promotions."

"Need to promote game better."

"Have more games for people to win things - gets people more involved."

"Give more publicity."

"More public announcements i.e., promotions/special entertainment."

"Newspaper promotions should be valid!"

"Need more promotional giveaways."

"Need to promote the team and the fun available at the park!"

"More promotional nights."

"Giveaways via ticket number not programs."

"Make giveaways of a more collectable nature such as a baseball, team cards, hat, etc. Make them not only for kids."

"More promotions (program numbers)."

"Not enough promotions to bring the community in, need to 'hook' them first."

"More promotions."

"Would help by getting local radio and TV involved with promotions."

"Stronger marketing to families."

"More giveaways, promotions."

"Promote at schools, churches, etc. Do more to draw families and kids."

"Better promotions."

"Try to get more women interested! The ones I have brought with me have enjoyed it enough to come back though they had never been before."

"More promotions." "Better promotion - never know what's going on at the ball park. Friends of mine in business not contacted for pre-season about discount books."

"Need more promotional events."

"More good promotions - say winning numbers giveaways between innings should be more numerous valuable. Cheaper to bring a family to the game. The strike-o game is ridiculously difficult - fans want to see winners among their own numbers."

"The experience itself is good, but the publicity is really in need of more excitement."

"More promotions for children."

"More effort to promote on TV and local radio shows."

ADVERTISING

"Instead of saying come see the Columbia Mets, how about having some players doing some spots saying come join us for fun and games or have them say things about the city like they live here too, like the malls, night life, zoo, etc!"

"More advertising - TV. Promote family outings. Specials for Hard Ball Cafe - family pack dinners."

"Need to do more advertising on radio and TV. Most people did not know the chicken was coming to town."

"More advertisement."

"Human interest stories on players from area - pictures! How about a section as in majors that gives where teams stand - i.e. 1/2 out or etc; I don't have time to read entire article."

"Promotions should be advertised. It seems the Mets are too cheap to advertise. That tiny ad in the State paper is so hard to find and only gives the time of games. In previous years: promotions were put in the paper so fans could plan on coming."

"Get the State to give club more play. Radio too."

"More involvement of the Columbia press TV and newspaper."

"Continue to publish schedule in State newspaper. As weather gets cooler advise fans to come. Emphasize community involvement and the attractiveness of facility."

"Better advertising in media outside of Columbia. We live in Saluda and never know of promotions."

"Advertise so I'll have knowledge of games and schedule."

"Advertise more."

"Let people know about the upcoming week. Advertise more, if they are in the race - let people know how the team is doing."

"More media advertising."

"I suppose more advertising or free admittance to draw a few people would be good. Then if they have a good time, they will pay to come back. Send out complimentary tickets in blitzing advertising campaign."

"More advertisement."

"We would attend more often if home games were brought to our attention more."

"Better promotions and advertise them."

"Publish the game schedule for the coming week(s) in the weekend paper."

"Mets need to advertise more."

"More advertising would help."

"More advertising, to more fans."

"More advertising to draw more fans."

"More PR needed."

"The Mets are the only summer sport team in Columbia - get The State and local TV to cover better. Builds attendance."

"Keep advertising on Fox 102.3 and expand on all media forms."

"In a college town the market for baseball attendance is tough. Better advertising (more) and more promotions should bring more fans out to the games. Concentrate on holidays."

"Advertise more."

"More advertising and giveaways to boost attendance."

"Better advertisements."

"Need to market the team more. Aggressive advertising."

"To put more things in the paper about the Columbia Mets. I plan to come to more games after tonight and tell some of my friends about the Mets."

"Advertise more."

"This is a make up for last nights area merchants night and I am very disappointed that my advertisement I paid for is not available!!! You need a new public relations firm!!!"

"Need to advertise home games more effectively."

"Finally, even though I am not a student here, I would suggest you advertise more at USC. Lots of Duke students go to Durham Bull's games."

"Make more schedules available."

"I would like to see more Mets games, but I don't know when they are at home. Please try and announce games."

CONCESSION/SOUVENIR STANDS

"More beverage nights."

"Charleston Royals 25 cent beer nights were very successful."

"Free popcorn."

"Free water."

PRICE

"Concessions too high. Hard to get a variety of food for a reasonable price. I feel like what your not getting in ticket prices, you make up in concessions. Try to lower prices and you'll sell more!"

"Discount beverages."

"Lower concession prices."

"Cheaper food prices."

"I am on a very budgeted income, but bring my little boy to the games - we both really enjoy coming to the ballpark - I feel a lot of prices on concessions are considerably too expensive, other than that, I feel this stadium is a really fun place."

"I really think your concession stands need to lower prices."

"Lower the beer prices."

"Food prices too high."

"Lower food prices." (twice)

"Concessions are too expensive."

"Hold down the concession prices."

"Lower prices to make more affordable for families."

"Lower concession prices."

"Food prices are too high."

"Cheaper beer prices."

"Cheaper food."

"Some concession prices are high, but as long as they're not raised higher I feel it's doing 'my part' to pay the prices."

"Better price range for souvenirs and food. It cost over \$20 for one game and that's way too much."

"Cheaper beer prices."

"Reduce concession costs. I believe you would make a better profit - most people eat before game time due to prices."

"Better food at reasonable prices."

SOUVENIRS

"Lower the price of the program."

"Need more Columbia Mets items to sell such as caps, etc. My son would like to have one to wear at games to support OUR TEAM!!!!!!"

"A lot more Seattle Mariners items."

"More marketing (Columbia Mets products) would boost attendance."

"Why can't you sell Columbia Mets in addition to New York Mets stuff (hats)? I have hat, shirt, ball, rain slicker, etc. HELP!"

"Allow the purchase of actual jerseys."

CONCESSIONS

"Keep beer boys."

"Please leave the stand open longer."

"The concession stands close too early. If you want a hamburger or a grilled hot dog in the 4-5 inning: you're shit out of luck. That stand is always closed early."

"The concession stands close too early."

"Improve concession personnel."

"Make concessions stands easier and quicker to get into and out of (service personnel)."

"Food/beer lines tend to back up at times without vendors walking through the crowd. And - it's hard to find boiled peanuts. We want more boiled peanuts!"

"Return Mets girls for bringing concessions to reserve seats."

"Hamburger stand should not be the first to close. It's a shame."

"Cromer's peanuts are not the best boiled especially dry (try some unsalted popcorn - might not go over but I like it unsalted - roasted are good)."

"Discount beverage on something other than (or in addition to) Wednesday!"

"Good food gets people to the games."

"Improve concessions! (speed, number of employees) People to get concessions for those in reserved seats (1990 season). Someone to go around collecting trash (Sumter Flyers)."

"Faster service at concessions."

"We've been several times and souvenir cups were sold out!"

"Better concession service. More accurate on register at concession."

"If a legitimate complaint is made, correct it without making excuses. I made a complaint about the long lines at the concessions the first night after opening. All I got was excuses - a simple 'we're trying to correct it' would have been sufficient."

"Keep concession waiting time to a reasonable level and offer quality products at a reasonable price."

"Concessions are horrible. Have to wait 25-30 minutes for a hot dog/beer. What's a baseball game without the two, but it's not worth the wait."

"Get waitresses like in Charleston."

"Go to a Charleston Rainbows game - hire waitresses for the box seat section."

"Concessions are difficult to understand; you have to walk to two different concessions to get what you want and also what is advertised is not always available."

"Concessions just can't handle a crowd. More people mean more money! Sell up!"

"Faster service for food."

"Increase the efficiency in speed of service."

"Just do something about the concession stand. The people are under staffed and the management when questioned seem not to care."

"Go back to selling more than beer by vendors in stands. They used to take orders and bring

anything from the concession stands."

"Popcorn was stale."

"Service offered should not depend on number of people here or vary near game's end."

"Reduce line at food stands. Get some good hot dogs."

"Make singular beer lines with cashiers."

"Start selling can beer not only with vendors inside park (at concession stands)."

"Obviously - better food service. Waiting time is the worst I've seen; Unbelievable inefficient! I missed a whole inning waiting in long line for a product that was on the menu but unavailable; also had to pay full price for beverages at 7:55 p.m. The 'boiled' peanuts were still frozen! While I waited in line, a clerk flirted and chatted with another clerk."

"The food concession stands are not any more efficient than the old ones."

"Beer and food sales in stands (A MUST). If you want to be a big league ball team, then act like it."

"Concession stands need vast improvement, too slow!"

"More coke/pepsi and peanut vendors in general admission section. Less beer vendors."

"Speed up concession lines."

"Use Cromers as a supporter for peanuts. You also ran out of Lemonade on Saturday afternoon

for the kids."

"Beer less Sundays are fine with me - nice change of pace from Wednesday nights."

"Beer on Sunday."

"Food usually good. Quality needs to be more consistent."

"Speed up sales at concession stands (ask McDonald's)."

"Take time with people who don't have their money ready."

"Have hot food, it's my supper when I come from work."

"Don't run out of unsalted roasted peanuts."

"Quit running out of unsalted roasted peanuts."

"Longer beer nights but at a later time. Like 7 to 9 p.m. on Wednesday."

"Sunday beer sales make it look like a big league park."

"The biggest (and only) disappointment was the food selection."

"All concessions open till the game is over plus 15 minutes. More ice cream and variety at each stand."

"Improve concessions."

"Get the people working at the concessions to learn how to add. We get a different price at each stand."

"Try to make service quicker at concession stands."

"Get some brighter people behind the concession stands. The opening night and other nights have been absolutely miserable!"

PRODUCT IDEAS

"Have candy bars for sale>'

"Less salt in popcorn."

"Sell non-alcoholic beer."

"Coffee should be served."

"Miller Lite compared to Coors? Jiff peanut butter."

"Wine coolers should be sold in addition to beer."

"Important! I'd love some Milwaukee County Stadium - style Bratwurts - grilled with onions and brown mustard. Great with beer."

"Get some non-alcoholic beer for drivers, for some of my friends don't drink."

"Allowed to bring soft drinks in."

"Prefer Coke over Pepsi."

"Have Coke at the concession stands."

"More Jolly Ranchers candy."

"Go back to last year's french fries. Big cup for beer."

"Increase variety of snack bar." "Earlier games and more food selection would be great."

"Make Wednesday 2 for 1 soft drink night too."

"Serve Coors and Coors Light."

FAVORABLE COMMENTS

"Keep up the good work."

"Great improvements to a classic old ballpark. Maybe Augusta can get behind the Pirates the way Columbia is involved with the Mets."

"New stadium makes visit much more enjoyable."

"An excellent experience overall."

"Stadium and team are great."

"Mets games are fun - no improvement necessary."

"Win team."

"General appearance of the ballpark is excellent following renovation. The family area with no beer is excellent."

"They do a great job."

"The Gorilla and Chicken were great."

"Bring back the Chicken."

"Thank you for many pleasurable evenings."

"The new stadium has made this a better place to see a game and the team is playing well. We've enjoyed all of the games we've attended."

"No complaints. Do a great job."

"I think it's good the way it is."

"It's fine."

"Doing a great job! Keep it up."

"I enjoy all the games. I wish more of the community would come on out."

"I already enjoy it."

"They do a pretty good job right now."

"Keep up the good work."

"None. Your doing a fine job."

"Very attractive stadium setup! Great facility."

"The stadium is very clean and friendly."

"Doing great."

"Things are good the way they are."

"We are thankful for the Mets. They help out in all areas: for example they gave blood to the Red Cross. They are wonderful. We need more people like the Mets team."

"I enjoy just the idea of having the games to attend - I play a lot of softball so that limits games I can attend."

"They are good."

"You're doing a great job."

"This is our second year in attending and we enjoy it very much. The face change in the stadium helped a lot. Don't change. But win even more."

"Excellent job."

"This is a refreshing change from overpriced, sometimes cold atmosphere of Memorial Stadium in Baltimore. I love these games."

"Doing a great job now, keep up the good work."

"Like the new stadium - how about some local players?"

"Stop the rain - we enjoyed our visit."

"The new stands are great. This is the best place anywhere around to watch a good ball game."

"I am new to the area and have enjoyed my visits (2) so far. I think its a great place to bring the entire family."

"Keep doing what you are presently doing. Seems to be on the right track."

"This is my first time attending a Mets game and I have found it very enjoyable. I have no complaints."

"Thanks for the upgrade."

"I think everything is just fine. I love baseball and enjoy baseball whether a team wins or loses. Have an afternoon game once in a while."

"Keep up the good work."

"Keep things as they are. We are from Augusta and would like our new stadium to be like this one."

"Doing excellent job."

"Keep it going. Love Wednesday night's (beer)."

"Good job."

"Great so far."

"Mets games are enjoyable experiences as they are."

"They're doing great!!"

"I have thoroughly enjoyed every game I've attended and I've brought 8-10 people from work. I'm completely at a loss to why more folks don't attend. Maybe this is a football town."

"It is enjoyable."

"keep doing what they're doing."

"We like all the improvements and look forward to next season when we can attend more games. We appreciate your support to family attendance and calling fans to responsibility of actions."

"Keep doing the good job you are doing, plus get the community more involved, including the outlying towns."

"Keep up the good work."

"You're almost perfect (except for hot dogs) and my attendance probably won't go up or down

much."

"I think they are doing a good job as is."

"Be proud to be a Mets and from Columbia, S.C."

"Enjoyed my first game."

"You are getting better every year."

"I think you are doing a great job, keep it up!"

"Appreciate park upgrade."

"Keep up the good work."

"I think you had bad luck with weather this year. On several occasions we were going to attend, but got monsoon like rains."

"Keep up the great work."

"I am pleased to be here. This my first time and I hope to come again."

"Don't leave."

"Couldn't be finer! Especially at Carolina."

"Nothing really. I have no complaints."

"Everything seems enjoyable so far as it is."

"Keep it up - it takes time to build a team. Need more corporate support."

"Nice stadium."

"Doing great."

"Keep up the good work."

"I really enjoy it - I haven't been as much due to rain."

"Win all that you can."

"I am a big minor league baseball fan who has recently moved to Columbia. I attended all 4 games and can't believe the small crowds. I really enjoyed the park, but I think more can be done to attract crowds. Especially with a brand new stadium. The Carolinas, in my opinion, are big minor league baseball states. Let's get people into baseball!"

"Hold the course."

"Overall, I think the Mets' organization does a good job. The new ballpark really and adjoining parking lot certainly makes a difference."

"You are doing a fine job."

"Thanks for new facilities; Vowed last year we would not come back until, stadium, restrooms, personnel and prices were in line."

"Go Mets."

"We enjoyed the games at the park. Thanks."

"Let's play ball!"

"I feel management is doing a fine job - not sure what else they could do to attract more fans."

"No complaints."

"Continue the programs you have going. I have enjoyed the games I have attended. I personally wish I could have seen more, but my schedule is rough. Plan on seeing me at as many games as I can attend in 92."

"Attending a game is enjoyable. Front office needs to find a way to attract more fans."

"I basically feel that you have done your part. Now we (fans.community) must do ours."

"Keep up the good work! In our visits to the park we haven't had any bad experiences. Discount book a good idea."

"I can't think of anything that needs improvement."

"I enjoyed the outing."

"They are doing a great job. Keep it up."

"Your stadium is very neat and appealing. The picnic area is a great idea."

"Excellent stadium. Good presentation. Much more satisfied than at Charleston's."

"Everything is fine."

"Nothing else to do."

"Just keep doing your thing."

"Great experience - announcer great - keep up the good work."

"Great improvement on Capital City Park."

"Everything's fine."

"Keep it going."

"Wish more people realized the fun of attending games."

"I see no room for complaint or improvement - the Mets games are very enjoyable."

"Nothing I love it!"

"Keep things in a high atmosphere of enjoyment like it usually is."

"Keep working out - good luck next year."

"Keep up the good work."

"Hey! Great place to have a good time! Thanks."

"Don't leave us!"

"Appreciate your efforts to bring quality games and facility to the Columbia area. Keep up wholesome atmosphere for good evening out with family/friends."

"We enjoy coming to the ballpark! Keep up the good work."

"Keep doing what you are doing, you are doing a good job."

"It's fun here; keep it up! There are no obvious improvements needed."

"Good luck in playoffs."

"Very good experience; I'll be back."

"Keep up the good work."

"A great job!"

"Just fine - as is."

"It's been a good experience - a great place to bring a family."

"Keep doing what you do well."

"Great alternative entertainment. I'll be back."

"Keep the personal touch."

"Nothing, I love to come to the games. The trouble is finding the time. But every chance I get, I would attend."

"Keep up the good work."

APPENDIX D

After renovating Capital City's facilities, the Columbia Mets are trying to bring out the crowds for baseball and family fun.



Mets games more than just baseball

By **RON WENZEL**
Business Writer

Will the Dynamite Lady be as big a drawing card in Columbia as she was in Peoria, Ill.?

Jeff Reeser sure hopes so. As the new general manager of the Columbia Mets of the Class A South Atlantic League, he must do whatever it takes to sell tickets.

In Peoria, where Reeser was an assistant general manager of that city's Class A baseball team the past three years, one of the most successful promotions had a lady climbing into a styrofoam box and blowing it, but not herself, up with two sticks of dynamite.

The trouble is, just because the Dynamite Lady was a hit with Peoria fans, there's no guarantee her act will be a crowd-pleaser in Columbia.

"You never know what will turn people on until you've been in a city awhile," Reeser says.

Fortunately for Reeser, the team's completely refurbished ballpark might be all the attraction needed to bring out the crowds. The city has spent \$1.5 million modernizing

Capital City Park, a 64-year-old relic at Assembly Street and Dreyfus Road, into Capital City Stadium.

The Columbia Mets, who have a working agreement with the New York Mets, signed a 10-year lease, and team owner Eric Margenas contributed \$100,000 of his own money toward the renovations.

The city expects to realize about \$70,000 this year from its percentage of the gate receipts and parking revenue. This is predicated on the Mets averaging a little more than 2,000 paid admissions for each of their 72 home games.

Reeser believes a season attendance goal of 150,000 is "reachable" even though the Mets' average attendance the past five years has been 99,735. Their best season attendance mark during the period was 114,172 in 1988.

The Mets must draw 100,000 to break even financially, according to Reeser.

"The new park is going to make a big difference," Reeser says. "People are really going to enjoy themselves."

The seating capacity has been in-

creased from 3,500 to 6,100. Gone are the wooden bleachers, makeshift concessions and cramped walkways. In their place are a new concrete grandstand with 1,898 covered chair box seats, 1,464 reserved seats with backs and about 3,000 general admission seats. There is a picnic area and a special section for families where smoking and beer-drinking will be prohibited.

Ticket prices are unchanged from last year — \$4 for a reserved seat, \$3 in the grandstand and \$3 for the new box seats.

There are five concession locations instead of one, and the number of restrooms has been doubled, two for women and two for men. The picnic area down the left-field line has its own concession. And there is parking for 1,200 cars at a cost of \$1 each.

But even with a new ballpark, Reeser is leaving nothing to chance.

The bulk of his \$70,000 marketing budget will be used for special promotions. There will be some sort of promotion every night the team is playing at home.

Sunday and Tuesday will be family night with a family of five admit-



Dick Addy will be playing recorded music.

ted for \$5. Monday, children will be admitted free. Wednesday is half-price beer night. Thursday is reserved for special promotions such as the San Diego Chicken and baseball comedians Max Patkin. Friday and Saturday are giveaway nights.

Most of the giveaway promotions are aimed at youngsters with gifts of bats, balls, hats, gloves and shirts.

"You target kids in your marketing," Reeser says. "You want to get the kids begging Mom and Dad to take them to the game."

Reeser is limited to entertainment, too, by a local gymnasium group. Anyone in line for the pre-game contact Reeser.

The team tries to get sponsors to defray giveaway costs.

"We have a lot of local sponsors," Reeser says. "They really support advertising and public projects."



Aime McQuary/The State

Minor league baseball attendance past five years

	1986	1987	1988	1989	1990
All minor league teams	18,456,808	20,039,339	21,661,873	23,103,593	25,244,569
South Atlantic League A	780,541	925,626	1,024,285	1,060,964	1,100,014
Columbia Mets	106,403	92,855	114,172	85,862	99,385

A Note: South Atlantic League teams: Southern Division-Augusta, Charleston, Columbia, Columbus, Ga., Macon, Ga., Myrtle Beach, and Savannah. Northern Division-Asheville, Charleston, W. Va., Fayetteville, Gastonia, Greensboro, Spartanburg and Sumter.

Source: National Association of Professional Baseball Leagues Inc.

T. Poline/The State

New wrinkles help sell

By RON WENZELL
Business Writer

Old-timers might scoff at baby-sitting services at the ballpark and erotic foodstuffs at the concession.

But minor league baseball teams are always looking for a new wrinkle to swell attendance, and they adapt their marketing strategies to fit the situation.

The Spartanburg Phillies' general manager, Rosie Putnam, is hopeful that a baby-sitting service will spice up attendance, which was 45,104 last year, second lowest in the Class A South Atlantic League.

Once the game begins, the picnic area in right field will be open for parents to leave their children with supervised attendants.

Also new this year will be a fresh coat of paint as part of a facelift at Duncan Field and yogurt, cotton candy and fresh-squeezed lemonade for sale at the concessions.

And if that isn't enough, the Phillies have signed Morganna, the Kissing Bandit, for a special appearance.

"We only have \$15,000 budgeted for marketing, but we're trying to make the most of it," said Putnam, who was promoted to general manager last year, after going to work for the Phil-

lies five years ago as a part-timer.

Located in the heart of the Strand, the Myrtle Beach Hurricane SAL are competing for the dollar with sun, sand and all the ties a beach resort has to offer.

"Selling minor league baseball resort area is not your usual situation," says Winston Blenckstone, owner and general manager of the Hurricanes who have a working agreement with the Toronto Blue Jays.

"Because of our tourist trade the largest city in the state first through September. If we get percent of the summer population can have 3,000 people in the stadium every night," he said.

The Blue Jays drew almost last year, and Blenckstone says that 55 percent were tourists.

"We've found that bringing personalities like the San Diego and Max Patkin work better than the giveaway promotions," he said.

"Our most successful promotion has been Fourth of July, when we have a late-afternoon game followed by beach music concert and fireworks.

The Charleston Rainbows, who play in the SAL, are saddled with an antiquated ballpark and inadequate parking.



Pam Royal/The State

The Pepsi Co. sponsored the appearance of Hall of Famer Gaylord Perry at last week's season opener. For the past three years, the soft-drink company has been involved in several promotions, including Little League last night, as well as subsidizing the cost of the old manual scoreboard, which this year was replaced by an electronic one.

"Baseball is the kind of good, clean, family-oriented entertainment that our company likes to associate itself with," says Hank Gibson, business development manager for Pepsi in the Carolinas.

"The advertising dollars we spend with the Columbia Mets are a good investment," Gibson says. "When you have 2,000 to 3,000 people drinking your product 72 nights of the year, that's pretty good exposure." Pepsi has exclusive rights to the soft drinks sold at Capital City Stadium.

"We like advertising with the Mets because we regard ourselves as pro-family and think the Mets' organization is, too," says Tim Dempsey, regional manager of Putt Putt Golf & Games.

For several years, Dempsey's company has bought billboard advertising and the space on the back of the admission ticket, which can be exchanged for free games of golf.

"It's worked very well for us," Dempsey says. "The business it's generated has been well worth the cost."

Henry Goldberg of Palmetto Tile Distributors Inc. of Columbia doesn't know what the return has been on the advertising he's done with the Mets, but doesn't regard that as the most important consideration.

"I advertise because I love baseball, and I'm glad we have a pro team in Columbia," he says. "I feel it's my civic duty to support the Mets with my advertising."

But getting people in the park is only half the battle, Reeser says.

"Once they're here, it's our job to show them a good time so they will want to come back. The hard-core fan will turn out, no matter what. But for the person who doesn't give a hoot about baseball, you've got to make it an enjoyable experience."

Unlike other professional sports, success in marketing minor league baseball isn't necessarily dependent on having a winning team, Reeser says.

"Fun is the name of the game, and if your team is winning, that's a bonus. As the general manager, I don't have any control over what is happening on the field. My job is to make the spectators feel welcome and to send them home happy, even if the home team doesn't win or the game proves to be a yawner."

Margenau echoes his general manager.

"My philosophy on marketing baseball at the Class A level is to approach it as family entertainment, with the emphasis on entertainment," says Margenau, who bought the team last year for a reported \$900,000.

A New York City sports psychologist, Margenau has owned or been part owner of four other minor league operations since 1988.

In Class A, he says, you get good quality baseball, but the productivity of the team is very unpredictable because the emphasis is on developing

players for the major leagues, not on having a winning team.

"If you put the emphasis on winning at this level and wind up with a losing team, you can really hurt yourself attendance-wise," he says.

As owner of the Mets, Margenau feels he is responsible for providing Columbia with wholesome entertainment in a safe environment.

"We want our fans to go away feeling they've had a great time," he says, "and minor league baseball is one of the best buys for your entertainment dollar you can find."

To that end, good food and other amenities are vital, Reeser believes. "Everyone, whether they like baseball or not, enjoys good food and a good time, and that's what we're going to give them."

When it comes to ballpark food, variety is a must, he says. "Quality and fast, efficient service is what people want."

The menu at Capital City Stadium, where the concessions are the property of the Mets, will include old standbys such as hot dogs, hamburgers, peanuts, popcorn, pizza and tacos. But Reeser is adding some new items such as steak and pork chop sandwiches and fruit juice.

"We'll keep adding to our menu and plan on coming up with some real surprises during the season," he says.

The four additional concessions, spread throughout the park, should eliminate long food lines, and there will be an ample supply of vendors patrolling the stands.

"Our concessions are positioned so that the fans can view the action on the field while waiting to be



served," he says.

A music buff, Reeser promises plenty of musical entertainment before the game and between innings.

Dick Addy of Columbia will be playing recorded music from the press box. "Addy has a great assortment of music," Reeser says.

The stiffest competition the Mets have for Columbia's entertainment dollar, he says, are movies, concerts and outdoor recreation.

Today, children will be Wednesday is half-price. Thursday is real promotions such as Chicken and baseball Patkin. Friday and giveaway nights.

giveaway promotions youngsters with gifts of caps, gloves and shirts kids in your market- ize. "You want to get Mom and Dad to the game"

Management hopes survey helps solve mystery of disappearing fans

Mets attendance average at 1,257

By NEIL WHITE
Sports Writer

The Columbia Mets have been conducting a fan survey during a couple of recent games.

The Mets want to determine the demographics of the people coming to the games and the reason they do, or don't, come to games regularly.

Maybe the results will offer some clues as to what went wrong this season. Attendance never improved, and even with the 12 rainouts, the average per game still has languished at 1,257. That's 10th best in a 14-team league in which Columbia is one of the top couple of markets.

If the Mets continue that pace over the final 11 home games, they will fail to draw 80,000 fans, something that has happened once in franchise history, 1984 in old 3,500-seat Capital City Park.

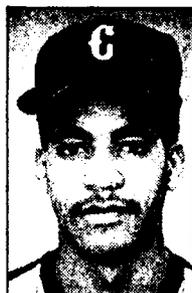
With a new 6,000-seat stadium, that doesn't make sense.

Giveaway nights, the lifeblood of any minor-league franchise, have been practically nonexistent this season.

But the reasons may cut deeper. Perhaps attendance will never reach the levels of other SAL cities like Charleston, W. Va. (3,009 per game) or Greensboro (2,702 per game) because sports fans in Columbia will always care much more about football, specifically USC football.

That shouldn't necessarily be a deterrent, however. South Bend, Ind., has a Class A Midwest League team that has drawn an average of 196,000 fans per season the last three years. South Bend also happens to be home to a pretty fair college football program.

METS NOTES



Martinez



Huskey

That's an indication one doesn't have to negatively impact on the other.

The argument that more fans would come out if it was Class AA doesn't wash, either. Most fans couldn't tell the difference.

Besides, Class AA baseball will never make it to Columbia as long as they continue to ignore the very good Class A teams the New York Mets send here every season.

The city made a \$1.5 million investment, and it's still a sound one for the long-term.

With two excellent baseball stadiums so close to each other, USC should be able to attract the SEC baseball tournament.

Marketing the facility with the right type of events, whether they be other baseball games or different forms of entertainment, will be important in increasing its visibility.

But it's going to be up to the Mets management under owner Eric Margenau to attract a larger, permanent fan base for professional baseball, one that will be representative of a city, and now a ballpark, this size.

Milestones: When third baseman Butch Huskey hit his league-leading 20th homer Friday, he became the first player in the SAL since Myrtle Beach's Wayne Davis in 1987 to hit 20 home runs and steal 20 bases in the same season.

The 6-foot-3, 240-pound Huskey has 21 stolen bases.

Huskey is just four homers shy of the club record set by Brandon Bailey in 1987.

His 80 RBI, which also lead the league, are 21 behind the club record of 101 by Angelo Cuevas in 1985.

When Jose Martinez won his 15th game Friday night, he became the third Columbia pitcher to win that many in a season.

Kevin Armstrong, who won 17 in 1986, holds the team record. Kevin Brown (1983) and Julio Valera (1988) also won 15.

Unless he really struggles, Martinez also is on line to break the team ERA mark of 2.36 set by Andy Reich in 1989. Martinez leads the league with a 1.67 ERA, which is still shy of the SAL record of 1.35.

□

Oh say can you hear?:

Monday night's doubleheader against the Augusta Pirates didn't exactly get off to a rousing start.

After the players took the field, everyone stood for the playing of the national anthem.

Just one problem.

The anthem never made it out over the P.A. system due to technical difficulties, leaving the players and fans to stand at attention while wondering what was going on.

They never found out. After several minutes of waiting, P.A. announcer Dick Addy simply said, "Thank you," offering no further explanation.

For all the crowd knew, Marcel Marceau had just belted out an incredible rendition of "The Star-Spangled Banner."

Empty victories at new ballpark normal for Mets

By DAWN HINSHAW
Staff Writer

The Columbia Mets, playing in a new stadium the city built for them, ended the season as the top team in the league.

But they didn't sell out a single game and attracted fewer fans this year than last.

Even Jeff Reeser, the team's general manager, basking Friday in the glow of a championship season, said the Mets must be more aggressive about self-promotion in 1992.

That's an assessment shared by local political leaders, who shelled out \$1.5 million for a new ballpark to double capacity and keep the minor league team from leaving town.

Reeser said management might have misjudged the allure of the shiny new 6,100-seat stadium. "We thought

See Mets, 6A

Saturday, September 14, 1991

The State Columbia, S.C.

Mets

From 1A

people would come down just to check it out," he said. They didn't.

The season ended with a total attendance of 79,564 — only the second time in the franchise's nine-year history that it's fallen below 80,000. The team drew an average 1,304 people to each game, ranking Mets' attendance 10th of the 14 South Atlantic League teams. Last year, the Mets drew 103,000 fans, averaging 1,393 a game.

"I think you have to sell it like you sell anything else," said Columbia Councilman Luther Battiste, who had predicted more would attend games if the facility was nicer. "That's one area where improvement is needed, and the management can be more aggressive."

Councilman Hamilton Osborne Jr. was one of just two members who voted against borrowing money to improve the park. "If the fans won't support it with their attendance, I don't see why the public should support it with their tax dollars," he said. "That was my feeling all along."

The Columbia Council of Neighborhoods also opposed the expenditure, putting more basic projects — drainage, housing and improvements to neighborhood parks — higher on the priority list.

But Mayor Bob Coble said the bottom-line issue was whether the city was willing to give up on minor league baseball.

"To lose that amenity in a capital city our size is unacceptable," he said. "It's a modest investment, ... and our alternative was to lose professional baseball and not have an outdoor stadium."

Based on the average attendance, the city won't make the \$70,000 it was counting on this year as its share of parking and ticket sales — money that's helping repay the debt incurred for improvements.

Few promotions or special events were held at the ballpark in its first year — which also was hurt by extremely wet summer weather that rained out 12 games and threatened 31 more.

Reeser said his promotional budget dwindled to about \$30,000 from an estimated \$70,000 at the start of the season. The team, for instance, didn't provide souvenir Mets cups with soft drinks or beer for much of the season. And the team didn't put up an electronic scoreboard until late in the season, even though it was advertised as a new feature early on.

Jim Barber, who led a mayoral committee last year that researched how best to replace the old ballpark, said the corporate support is there for free promotions. It just needs to be tapped.

"You give away caps to the first 2,000 kids who come out, and people will show up," he said. "It is, to a great extent, expected."

John Courson, a state senator who, with a group of friends, once negotiated to buy the team, said the organization doesn't need gimmicks. It needs a bond with the community.

"Not having local ownership has hurt attendance to the extent that people don't identify with the people in New York who own the team," he said. "If you had local ownership, they would be able to promote it."

Battiste and Courson both expressed hope that the enthusiasm experienced in Atlanta this year among Braves fans will hit Columbia next year.

"What usually turns people out is a winner," Battiste said.

That's what Columbia had this season.

"It's a shame to me this team that just won a championship didn't get the support they deserved," general manager Reeser said.

"It's a football town, we realize that. It's a University of South Carolina town. (But) this community can support professional baseball — there's no doubt in my mind."

Reeser quits as Mets GM

By NEIL WHITE
Sports Writer

Jeff Reeser has resigned as general manager of the Columbia Mets.

Reeser, 31, stepped down after the Columbia Mets defeated the Charleston, W. Va., Wheelers in the South Atlantic League championship series last week.

His resignation comes on the heels of a disappointing season at the gate, when the team drew only 79,564 to the new 6,100-seat Capital City Stadium, which underwent a \$1.5 million renovation by the city in the off-season.

Despite the new ballpark, that total was the second-worst in the nine-year history of the franchise. The average of 1,304 per game ranked 10th in the 14-team league.

"I thought attendance would be better with the new stadium," Reeser said. "But we had only nine games in June, and then the rain started. It was difficult to keep awareness of the team up when it was raining every night."

The Mets had 11 rainouts and another 31 dates threatened by bad weather.

"It was a difficult season for Jeff this year with the weather and all the problems it created," owner Eric Margenau said. "It would have been tough for anybody. We're all disappointed we didn't do better. Jeff felt resigning was the best thing for him to do."

The departure of Reeser, a Chenoa, Ill., native who joined the club in January, continues the revolving-door situation in the front office. He was the team's fifth general manager in five seasons.

Bill Kuehn, who is the vice president of baseball operations for Margenau's United Baseball organization, will run the team until a new general manager is named. Kuehn works out of the Columbia Mets office.

Margenau, a sports psychologist in New York City, expects to have a new GM in place by Oct. 1.

Reeser will return to his Illinois home to pursue other opportunities in baseball. "I enjoyed my time here. I learned a lot," said Reeser, who was assistant general manager for the Class A Peoria Chiefs for three seasons before coming to Columbia.

"This was my first championship ring in baseball," he said. "I was glad to be a part of that."



Jeff Reeser
Steps down

Tuesday, September 17, 1991

APPENDIX E

Changes for 1992

Welcome to the ballpark! If I haven't met you yet, let me introduce myself. I'm Dr. Eric Margenau, the owner of your Columbia Mets.

We have made some great changes in the off-season and I really think they will make your visit a much more enjoyable experience.

We have replaced the entire public address system. We have brought in Volume Services to professionally manage the concession stands. They have served hot dogs and poured drinks for Super Bowl crowds and their experience should provide a much better managed and operated concession business. At the concession stands, we have installed close-circuit television monitors so you won't have to miss the game.

We have also added some diaper changing areas in the restrooms for parents with small children. If you visit the "Hardball Cafe" area this season, you will notice the change from a picnic area to a "patio" area. We have added a tent for group outings, decking, etc., and have worked to give the area a special atmosphere. We have also added a play land for the kids.

New this season are the super box seats, and they come with waitress service. They will gladly take your order for any item at the concession stand

and hand deliver it to your seat. The Diamond Girls are



Artist rendering by Connie Scrivens

new this year too. The Diamond Girls will be involved in community activities and will help be goodwill ambassadors for the Mets. By the way, the price for the new Super Box Seats are \$5 or the same price as last season's normal box seat.

Fans will notice a new addition to the Mets family, our mascot. We hope you enjoy "Bomber," our new Mets mascot.

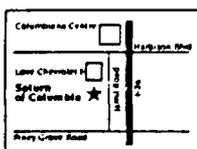
These are not all of the changes you will see around the ballpark this year, but a sample of some of the things we are doing to provide the best family entertainment we possible can to you, our fans. I look forward to seeing you at the ballpark and if there is anything my staff or I can do for you, please don't hesitate to let us know.

Thanks again and enjoy the game.

Sincerely,

Eric Margenau
Owner/President
Columbia Mets

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