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Masaru Ito

University of Tennessee - Knoxville

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To the Graduate Council:

I am submitting herewith a thesis written by Masaru Ito entitled "An Investigation of Sponsorships Opportunities in Athletic Training Rooms of NCAA Universities." I have examined the final electronic copy of this thesis for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Master of Science, with a major in Sport Studies.

Robin L. Hardin, Major Professor

We have read this thesis and recommend its acceptance:

Dennie R. Kelley, Buck Jones

Accepted for the Council:

Dixie L. Thompson

Vice Provost and Dean of the Graduate School

(Original signatures are on file with official student records.)

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Anne Mayhew
Vice Chancellor and
Dean of Graduate Studies

(Original Signatures are on file with official student records)

AN INVESTIGATION OF SPONSORSHIPS OPPORTUNITIES IN ATHLETIC
TRAINING ROOMS OF NCAA UNIVERSITIES

A Thesis
Presented for the
Master of Science
Degree
The University of Tennessee, Knoxville

Masaru Ito
May 2005

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ABSTRACT

The purpose of this study was to identify the barriers, avenues, and possibilities for marketing intercollegiate athletic training rooms. In particular, this study examined potential sources of support for athletic training rooms by addressing a) current trends in sponsorship within athletic training rooms; b) market tactics used to substantiate sponsorships in athletic training rooms; c) how existing marketing tactics have the greatest potential for growth; and d) the need for athletic training rooms to acquire and maintain sponsorship.

In this study, an online survey and volunteer telephone interview were administered to head athletic trainers representing athletic training rooms at Division I-A, I-AA, II, and III institutions. The institutions were chosen based on their football program as listed in the 2003 National Association of Collegiate Directors of Athletics Directory.

According to the data collected, 75.6% of the participants desired sponsorship. Current trends in sponsorships within athletic training rooms revealed that 13.3% of the participating athletic trainers utilized sponsorships as the primary outside revenue resource. Volunteer services to an athletic training room were the most utilized form of sponsorships. Nearly 75% of the participants desired equipment sponsorship in athletic training rooms. The equipment was also categorized as the most desired to allocate more money when available.

Even though there are potential sponsors in athletic training rooms, 38.3% of the participants had no sponsorship within their athletic training rooms. Athletic trainers utilized donation, fundraising, and sponsorship to financially strengthen an athletic

training room. However, the majority of athletic training rooms received the outside funding of \$999 or less in the 2003-2004 academic year.

Only 3.5% of sponsorships were initiated by sponsors; then, athletic trainers can not just wait for sponsorships to happen naturally in their athletic training rooms. This research proved that possessing sponsorships in athletic training rooms is very possible to execute. The final thing athletic trainers interested in beginning marketing might consider is how to think outside of the traditional box and act accordingly. This study guides intercollegiate athletic trainers to begin marketing their athletic training room; then, they can discover greater possibilities within marketing the athletic training profession.

PREFACE

The history of sport medicine in Japan is relatively new compared with the United States. According to National Athletic Trainers' Association, the number of certified athletic trainers in Japan is currently the second largest outside of the United States; nevertheless, this profession has not been fully understood by the medical establishment in Japan. Since the structure of Japanese medical system is different from the United States, the credentials of a certified athletic trainer are not recognized. As a result, certified athletic trainers do not have many opportunities to treat student-athletes. One current challenge every certified athletic trainer has to face is to make themselves financially stable. This study explores successful ways to financially support certified athletic trainers in intercollegiate athletic training rooms in the United States. This study will also consider how to investigate factors necessary in developing sponsorships in intercollegiate athletic training rooms. The result will be introduced to certified athletic trainers in Japan to successfully establish intercollegiate athletic training rooms there.

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LIST OF ABBREVIATIONS

- AD (Athletic Director)
- ATC (Certified Athletic Trainer)
- CEU (Continuing Education Unit)
- CT scan (Computed Tomography scan)
- MRI (Magnetic Resonance Imaging)
- NACDA (National Association of Collegiate Directors of Athletics)
- NATA (National Athletic Trainers' Association)
- RFP (Request for Proposal)

Definition of NCAA Division

Division I

Division I member institutions have to sponsor at least seven sports for men and seven for women (or six for men and eight for women) with two team sports for each gender. Each playing season has to be represented by each gender as well. There are contest and participant minimums for each sport, as well as scheduling criteria. For sports other than football and basketball, Div. I schools must play 100% of the minimum number of contests against Div. I opponents -- anything over the minimum number of games has to be 50% Div. I. Men's and women's basketball teams have to play all but two games against Div. I teams, for men, they must play 1/3 of all their contests in the home arena. Schools that have football are classified as Div. I-A or I-AA. I-A football schools are usually fairly elaborate programs. Div. I-A teams have to meet minimum attendance requirements (17,000 people in attendance per home game, OR 20,000 average of all football games in the last four years or, 30,000 permanent seats in their stadium and average 17,000 per home game or 20,000 average of all football games in the last four years OR, be in a member conference in which at least six conference members sponsor football or more than half of football schools meet attendance criterion. Div. I-AA teams do not need to meet minimum attendance requirements. Div. I schools must meet minimum financial aid awards for their athletics program, and there are maximum financial aid awards for each sport that a Div. I school cannot exceed (the National Collegiate Athletic Association [NCAA], 2004).

Division II

Division II institutions have to sponsor at least four sports for men and four for women, with two team sports for each gender, and each playing season represented by each gender. There are contest and participant minimums for each sport, as well as scheduling criteria -- football and men's and women's basketball teams must play at least 50% of their games against Div. II or I-A or I-AA opponents. For sports other than football and basketball there are no scheduling requirements. There are not attendance requirements for football, or arena game requirements for basketball. There are maximum financial aid awards for each sport that a Div. II school must not exceed. Division II teams usually feature a number of local or in-state student-athletes. Many Division II student-athletes pay for school through a combination of scholarship money, grants, student loans and employment earnings. Division II athletics programs are financed in the institution's budget like other academic departments on campus. Traditional rivalries with regional institutions dominate schedules of many Division II athletics programs (NCAA, 2004)

Division III

Division III institutions have to sponsor at least five sports for men and five for women, with two team sports for each gender, and each playing season represented by each gender. There are minimum contest and participant minimums for each sport. Division III athletics features student-athletes who receive no financial aid related to their athletic ability and athletic departments are staffed and funded like any other department in the university. Division III athletics departments place special importance on the impact of athletics on the participants rather than on the spectators. The

student-athlete's experience is of paramount concern. Division III athletics encourages participation by maximizing the number and variety of athletics opportunities available to students, placing primary emphasis on regional in-season and conference competition (NCAA, 2004)

DEFINITION OF TERMS

Athletic Trainer	Certified athletic trainers (ATCs) are unique health care providers who specialize in the prevention, assessment, treatment and rehabilitation of injuries and illnesses that occur to athletes and the physically active (the National Athletic Trainers' Association [NATA], 2005).
Athletic Training Room	It typically refers to a facility where student-athletes receive medical treatment from certified athletic trainers
Athletic Training Program	It typically refers to an accredited academic program by NATA Board of Certification (NATABOC) to become a certified athletic trainer.
Athletic Training Student Expenditure	Expenditure on scholarship, books, or conference fee for athletic training students
Exclusive Sponsorship	Only athletic training room receives tangible and intangible benefits from sponsorship
General Budget	The general budget is an athletic training room budget allocated by an athletic department
Intangible Benefit	Benefits are saleable though not material or physical substance
Naming Right	Sponsoring entity has the right to name an event or activity of sponsored entity
National Athletic Training Month	NATA designates March as National Athletic Training Month to promote the athletic training profession
Percentage	All number is rounded nearest tenth

Professional Expenditure	Expenditure on annual membership fees, conference fees, or CEU for staff athletic trainers
Sponsorship Visibility	Name, state, or degree of appearance of sponsoring entity
Tangible Benefit	Physical, palpable, or countable benefit with intrinsic value
Value In Kind	Value in given goods, commodities, or services rather than money
Volunteer Services	Volunteer doctor or specialist visits to an athletic training room

CHAPTER I

INTRODUCTION

STATEMENT OF THE PROBLEM

Intercollegiate student-athletes currently utilize an array of health-care services through their institutions. The mission of these services is to provide a safe and supportive environment for intercollegiate student-athletes which in the end improves athletic performance. An athletic training room at the intercollegiate level is truly an indispensable aspect of these health care services. Nearly 5,000 certified athletic trainers currently work diligently on university and college campuses to maintain high standards of care for intercollegiate student-athletes.

Most intercollegiate athletic training rooms generally receive their entire budgets from their athletic departments. In the past few years budget problems have had an influence on universities and their athletic programs. Athletic training room budgets are no exception. U.S. Department of Labor, Bureau of Labor (2004) reported that the cost of medical care commodities has increased by more than 2.5% every year since 1996. Lesh, Konin, and Depalma (1999) stated that fluctuations in intercollegiate athletic training room budgets jeopardize the continuity of care for student-athletes and limit programs' abilities to meet escalating costs and growing demands. According to the Fifth Domain of Athletic Training, important aspects of an athletic trainer's job today include the allocation of funds and supplies for the program (Arnheim, 1989). Sports medicine has been challenged to break traditional models and to discover new revenue within the athletic training room.

This research was needed to further substantiate existing possibilities for

sponsorships within intercollegiate athletic training rooms. Findings from this study provided athletic trainers and sports medicine administrators valuable information in: a) documenting and expanding existing avenues of sponsorship marketing strategies provided by athletic training rooms; b) for developing and administering a marketing plan for potential sponsorship for athletic training rooms across the nation; and c) for informing aspiring sports medicine professionals about the roles and responsibilities of sponsorship marketing.

PURPOSE OF THE STUDY

The purpose of this study was to identify the barriers, avenues, and possibilities for marketing intercollegiate athletic training rooms. In particular, this study examined potential sources of support for intercollegiate athletic training rooms by addressing a) current trends in sponsorship within intercollegiate athletic training rooms; b) market tactics used to substantiate sponsorships in intercollegiate athletic training rooms; c) how existing marketing tactics have the greatest potential for growth; and d) the need for intercollegiate athletic training rooms to acquire and maintain sponsorship. Findings from this study provided valuable information in determining: potential marketing strategies for intercollegiate athletic training rooms; for developing and administering future marketing plan for intercollegiate athletic training rooms across the nation; and for informing aspiring professionals about the roles and responsibilities of an athletic training marketer.

SIGNIFICANCE OF THIS STUDY

Only a handful of athletic training rooms recently began pursuing the opportunity for generating financial resources outside of the general budgets allocated

through athletic departments. The term of the general budget is used in this study as an athletic training room budget allocated by an athletic department. Since the 1990s when new avenues of sponsorship in the field of athletic training were discovered, intercollegiate athletic training rooms have begun utilizing sponsorships to decrease escalating overhead costs of supplies, equipment and maintenance (Milverstedt, 1989). However, the area of sponsorship marketing in the field of athletic training is still developing. The nature of sponsorships typically was through universities or their athletic departments. Only a few sponsorships aimed directly toward athletic training rooms. One Division I-A assistant athletic director of marketing stated, “The true form of sponsorship is a Win-Win situation. If universities and sponsors do not have that situation, they might not have the best relationship.” He continued, “Regardless of the institutional size or Division level, there is always some form of business occurring. Find out the needs of sponsoring companies and what you can offer them in return.” (Bryant, 2003).

Since 1950 when National Athletic Trainers’ Association (NATA) was established, the number of sponsorships within NATA has increased. NATA website (<http://www.nata.org>) currently lists two founding sponsors (Gatorade and Johnson & Johnson), three official sponsors (Medtronic, Morton IB and Tylenol), and four official suppliers (Cramer, Empi, O.Pro and Tinactin). Though there must be direct sponsorship opportunities even at the institutional level, nevertheless, there were only few studies supporting evidence of such sponsorships. This study explored the possibilities of sponsorship and marketing within intercollegiate athletic training rooms.

DELIMITATION

Some athletic training rooms were delimited if they were not ranked NCAA Division I, Division II, or Division III under the NACDA directory. Athletic training rooms excluded were based on the assumption that marketing value generated at individual institution is influenced by NCAA Division status. This research was also conducted under the assumption that marketing implications are dictated by the availability of potential sponsorships. Surveys were conducted online based on the assumption that all possible athletic training rooms had access to the internet.

LIMITATION

All Division I-A (DI-A), Division I-AA(DI-AA), Division II(DII), and Division III (DIII) athletic training rooms were included to avoid biased representative sampling of NCAA intercollegiate athletic training rooms. There was a possibility that athletic training rooms excluded from this study utilize a number of sponsorships. Yet, the limitation of this study focused on the direct correlation between the possibility of sponsorships and NCAA Division status. The final limitation of this study acknowledged that the researcher had no control over the participant's response rate for the survey or the number of interviewed athletic trainers.

CHAPTER II

REVIEW OF LITERATURE

INTRODUCTION

The purpose of this study was to identify barriers, resolutions, and possibilities of sponsorships among intercollegiate athletic training rooms at Division I-A, Division I-AA, Division II, and Division III. The purpose of this section is to provide a summary of the literature related to: a) the status of intercollegiate athletic trainers, b) the utilization of sponsorship in athletic training profession, and c) factors affecting the success of marketing athletic training rooms.

Limited research has set out to ascertain the potential of sponsorships in athletic training rooms. However, the majority of athletic trainers are in charge of monetary activities. According to the Fifth Domain of Athletic Training, one aspect of an athletic trainer's job is the allocation of funds and supplies for the program (Sanderson, 1996). The National Athletic Trainers' Association stated that 67.7% of athletic trainers carry the responsibility of budget management. Nevertheless, most budget activities occur along to traditional lines. It is time to rethink traditional approaches and to develop a new avenue to better promote athletic training rooms.

Sanderson's research showed that 70.6% of participating athletic training rooms utilize some type of product or financial sponsorship. Among those athletic training rooms utilizing sponsorship, 58.8% revealed the use of a single sponsor (Sanderson, 1996). Sanderson concluded that existing sponsorships in athletic training rooms had two primary avenues for support: a) discount prices on products, b) product or financial benefits to athletic training rooms from sponsors through universities. But

neither of these options offers a true form of sponsorship. One Division I-A assistant athletic director of marketing stated that athletic trainers need to analyze all expenditure in athletic training rooms to find out who they have businesses with because these businesses could lead to potential sponsorships. He also stated that there are always businesses occurring at all levels of the university, beyond just athletic training rooms. He continued that the athletic training room has to analyze where each business specifically occurs. Then athletic trainers go back to each company and say “Look without us, you can not make this amount of money. Would you be interested in supporting the athletic training room in return?” (Bryant, 2003). This is a good first step, but this method might not be effective if the business affiliated with the athletic training room is small.

The existing barriers for seeking sponsorships in athletic training rooms are significant. “The amount of exposure in a program is a key component to have sponsorships” (Glass, 2003). Exposure is the most important part in marketing and is the hardest part to overcome for an athletic training room because athletic trainers’ jobs are mostly behind scenes. Once in a while, their names might be seen in the newspaper because they treated student-athletes in public or at televised games. Nevertheless, the amount of exposure athletic trainers receive is very limited. The key component in developing a successful marketing plan for this particular situation would be to find out how to increase the amount of exposure and to discover ways of introducing athletic trainers to the public or local community in order to increase awareness of athletic training rooms.

FINANCIAL RESOURCES FOR ATHLETIC TRAINING ROOMS

Rankin (1992) stated that athletic trainers are aware that there is a disparity in the funding available to adequately run an athletic training room. Although an athletic training budget is often one of the largest in the entire athletic department, it is still limited by the demands placed upon it. This study assessed the financial resources available to athletic training rooms at major football NCAA Division I-A institutions, small football Division I-A institutions, Division I-AA institutions, Division II institutions, Division III institutions and high schools. The categories assessed included: a) size and scope of the athletic training program; b) supplies and equipment; c) operating expenses; d) medical expenses; e) salaries and benefits; f) malpractice insurance; g) and use of competitive bids in purchasing. Questionnaires were sent to 50 head athletic trainers in the five Division groups. The survey revealed that there were differences in expenditures of more than \$360,000 between the highest funded and lowest funded universities athletic training room. This difference impacts the degree to which comprehensive athletic training services were delivered.

Lesh, Konin, and DePalma (2002) introduced ideas to manage the fiscal aspects of athletic training profession in an online abstract, "*Paths to Profits.*" Their claims stated "Today's financial climate, many athletic trainers are wondering how to enhance their budgets. Accordingly, it is time for athletic trainers to think outside the box when it comes to funding athletic training programs. It is time to change the idea of an athletic training room." This notion of the athletic training room has to be shifted to include an athletic training room that services everybody in the community. The athletic training room could open for general population, such as academic students and

university faculty. Athletic trainers would then be able to introduce the athletic training room to general academic students. When the idea stretches beyond traditional approaches currently at work in the university, the possibility naturally goes up. The majority of intercollegiate athletic training rooms are now facing financial difficulties, but there currently are limited solutions being implemented because the ideas never look beyond convention. This abstract challenges future athletic training administrators to think outside of the traditional notions of the intercollegiate athletic training practice.

EFFECTIVE SPONSORSHIP DEVELOPMENT

The manual created by Kolah and Church (2001) introduces the concept of sponsorship leverage and the power of that leverage when combined with sponsored events or properties. The manual was composed of the dynamics between sponsors, sponsorship seekers, market research, the importance of measurements, ambush and vigilante marketing. The manual introduces various events and marketing situations. There were many important findings in this manual. The purpose of this manual was to develop the fundamentals of sponsorship marketing in sports industries. Understanding and applying the basic concept was a critical phase initiating the beginning of this research. The manual explained the perception of sponsorship from both the perspective of the sponsoring companies and the sponsorship seekers; therefore, this manual was helpful to understand expectations of both sides with regard to corporate sponsorship.

NEW FORM OF PARTNERSHIP

NATA News (2003, October) reported that the University of Georgia has experimented with cost-cutting measures. The athletic training room at University of Georgia has a corporate partnership with the local hospital, St. Mary's Health Care System. This tactic has been well-discussed over the past several years and it could be one possible future direction in overcoming financial obstacles in the field of athletic training. However, the University of Georgia took the initiative to have the official contract with St. Mary's Health Care System after they had experimentally worked with that hospital over the past five years.

The article focused on several benefits from this corporate partnership. The optimum benefits included: a) the monetary benefit; b) priority care; c) and new experience for student athletic trainers in the program created by this newest partnership. For instance, the quality of medical services in the athletic training room dramatically improved due to cooperation of St. Mary's medical staffs. The level of support in not only the athletic training room at the University of Georgia, but also for the University itself improved significantly. By this partnership, all staff of the hospital gained the spirit of the University of Georgia which improved the positive atmosphere at the hospital.

This abstract brought the newest form of partnership (money saving strategy) to the contemporary structure within intercollegiate athletic training rooms. There are still questions and potential issues to be addressed before athletic trainers totally accept this new means of financial support. Nevertheless, awareness of this new avenue within the old tradition was necessary to keep athletic trainers updated on what needs to

be done in the current field of athletic training.

MARKETING MANUAL OF NATA

The Right Path for Healthcare Marketing introduces various ways sponsors can cooperate with the National Athletic Trainers' Association (NATA). This is the complete sponsorships manual for companies or individuals interested in seeking a sponsorship with NATA. NATA introduces many potential areas of sponsorship. It all depends on what future sponsoring companies want to receive from NATA in return. The fee for sponsorship is proportional to the level of benefits sponsors receive and they are all clearly listed in the manual.

This manual gave the researcher an overall structure of sponsorship relations between NATA and potential sponsors. This information was important in recognizing what benefits individual athletic training room could provide sponsors in return. Most of benefits addressed in the manual are given at the district or national events. However, the marketing aspect of sponsorship at NATA has to be compared to other sponsorships that occur outside of the field of sports medicine.

NATA ATHLETIC TRAINING SURVEY

This survey was conducted by NATA identifying the various job responsibilities associated with athletic trainers. This survey also compared differences according to gender. The categories of athletic trainers' responsibilities included: a) level of education, b) experience, c) barriers, and d) professionalism in the field of athletic training.

The result represented the broad demographical structure of current athletic trainers with respect to gender. There was not much information directly related to the

marketing aspect of athletic training rooms. But one interesting point in the result revealed that 67.7% of participating athletic trainers thought budget management was one of athletic trainers' job responsibilities. Nearly 75% of participating athletic trainers (73.1%) thought that athletic trainers were also responsible for maintaining inventory. There was no significant difference across gender. It was hard to directly relate this information to the level of athletic trainers' awareness toward the necessity of marketing in athletic training rooms because there was not a question in the NATA survey regarding marketing responsibilities in athletic training rooms. Nevertheless, the result of NATA survey supported that athletic trainers should possess strategies in maintaining the quality of care for the student-athletes within a limited operation budget. This result was used in this study as the secondary data to help conceptualize the overall job responsibilities of athletic trainers.

FINANCIAL AND PRODUCT SPONSORSHIP WITHIN COLLEGE ATHLETIC TRAINING ROOMS

Sanderson (1996) aimed to determine the utilization of financial and product sponsorship within college athletic training rooms at Division I-A and Division I-AA institutions. The main question asked in this study was whether athletic training rooms utilized sponsorships to help in alleviating their overall budget. It also determines how intercollegiate athletic training rooms began utilizing sponsorships to decrease the escalating overhead costs of supplies, equipment and maintenance. However, this study was limited in its focusing on head athletic trainers at Division I-A and DI-AA universities. This study showed that athletic training rooms that utilize corporate sponsorships to alleviate their athletic department budgets constrained

anywhere from \$10,000 to an estimated \$1.5 million. The subjects included the 57 head athletic trainers in six different Division I collegiate athletic conferences.

The result showed athletic trainers within Division I-A institutions selected a company or product by their names and reputation. The active use of the product within the athletic training room and the financial net worth of the sponsorship were also important factors prior to the acceptance of sponsorship. Sanderson concluded that institutions successfully utilizing sponsorships decreased budgetary operating expense by approximately 10%. The researcher anticipated using Sanderson's study as a precursor. Elaborating on Sanderson's model, the researcher examined how to increase the number of sponsorship regardless of Division.

PERSPECTIVE OF SPONSORSHIP MARKETING

David Glass (2003), the former Licensed Property Manager of adidas at the University of Tennessee, stated that sponsorship is foremost a business, so it has to make money at the end of day. At some of Division I-A universities such as the University of Tennessee, a unique relationship exists between sponsors and the University of Tennessee. The University of Tennessee is one of six universities in the U.S. which has a corporate sponsorship with adidas. The relationship between the University of Tennessee and adidas is far beyond the typical sponsor and sponsored institution relationship. For instance, adidas provides academic scholarships at the University of Tennessee to support general students. In the case of corporate sponsorship at the University of Tennessee, adidas receives mainstream exposure from its sponsorship, including three hours television coverage every weekend during the football season. Compared with Division II institutions where there may only be five minutes coverage at

the local television news once a week, the previous two examples do not produce equal benefits to sponsoring companies in terms of how the relationship translates to business.

BARRIERS TO POSSESSING SPONSORSHIP WITHIN AN ATHLETIC TRAINING ROOM

Jennifer Moshak (2003), the Assistant Director of Sports Medicine Program at the University of Tennessee, Women's Division, stated that she is not allowed to seek sponsorships on her own discretion. Even though she has been contacted by a few individuals or companies for possible sponsorships, potential sponsorships often conflict with existing sponsorships in the athletic department. Another head athletic trainer at the Division I-A athletic training room, states that he simply does not have time to explore relationships in the local community to find potential sponsorships.

Chip Bryant (2003), the Assistant Director, Marketing at the University of Tennessee Athletic Department, stated it was hard for him to even think about the possibility of potential sponsorships in an athletic training room because the athletic department already provided an adequate amount of funding to the athletic training room. Therefore, he believed the primary job for athletic trainers is to give quality of care for student-athletes, not to seek sponsorships.

Two intercollegiate sports medicine directors interviewed at different institutions stated that they did not utilize any form of sponsorship in athletic training rooms. However, the reasons behind this lack of sponsorship varied. One stated that the athletic department policy prohibits the athletic training room from seeking sponsorships. In addition, the athletic training room received an adequate amount of funds from the athletic department, so that its athletic training room was financially

well-supported. The other director stated that he is allowed to seek sponsorships, but he did not have time to do so. Neither individual recently attempted to seek sponsorships, yet both directors showed interest in seeking sponsorships within their athletic training rooms.

A head athletic trainer at a Division I-A institution stated that she does not receive any sponsorship due to the athletic department policy. But she has many people from a local community who supported the athletic training room. For instance, a team physician arranged a flexible schedule for student-athletes. Local hospitals understood and cooperated to make arrangement when medical examinations needed at hospitals. Even though there were no product or financial benefits to the athletic training room, the amount of time and help she received from community was priceless.

Even at a Division I-AA athletic training room, issues with seeking sponsorships arose. The biggest issue, according to Garth Babcock (2003), the Director of the Athletic Training Program at Eastern Washington University, was how he had to seek sponsorships without media exposure. In this scenario he referred to his experience as “empty hands,” implying that the athletic training room at Eastern Washington University did not have much to offer potential sponsorships in return. As one Division I-A assistant athletic director of marketing stated, sponsorship relationship has to be win-win for both sponsors and sponsor seekers. If the relationship is not a win-win situation, it is not a good sponsorship. Babcock stated that discovering Eastern Washington University’s potential was an important first step.

POSSIBILITIES FOR POSSESSING SPONSORSHIP WITHIN AN ATHLETIC TRAINING ROOM

An assistant director of marketing at a Division I-A institution stated that in the case of a smaller university, it is necessary to find out who might potentially have a business with athletic training rooms. There is always an area where sponsorship could occur regardless of the size of business or an institution. If there are possible sponsorships which may benefit not only an athletic training room, but also for an athletic department, an athletic department may be interested in pursuing those sponsorships.

David Glass (2003) stated that in the case of an athletic training room, there is almost no media attention on athletic trainers because they usually work behind the scenes. However, there are still strategies one might use to promote an athletic training room. Building the connections with local community is one way because a majority of large donations and contributions come from local businesses and individual donors. Head athletic trainers may want to implement this strategy because there may be small businesses that want to affiliate with an athletic training room on the local level.

Keith Clements (2003), the Head Athletic Trainer at the University of Tennessee, Men's Division, stated that he did not seek sponsorship in the athletic training room for two reasons: a) seeking a sponsorship was not part of his job description, and b) his university athletic department prohibited him from seeking outside sponsorship. But he also stated that there were few promotional packages from companies he conducted business. A promotional package was that he would receive 10% worth of products from a company when he purchased certain amount of company's

products.

Garth Babcock (2003) stated that even though seeking sponsorships was not included on his job description, he was generally free to seek possible sponsorship which might be integrated into an athletic training room. He mentioned how currently budgets were tight at universities and it was nice to have some extra financial supports in athletic training room budgets. However, he did not have enough time to seek sponsorships.

A representative from the Corporate Programs at the National Athletic Trainers' Association (NATA) commented that the level of sponsorship deals or support an athletic training room receives depends entirely on sponsoring companies. NATA has no control over a sponsorship contract between intercollegiate athletic training rooms and sponsoring companies. A part of funding for NATA comes from various sponsors, but the funds are subjected to support NATA, not for any individual intercollegiate athletic training room.

Jennifer Moshak (2003) stated that a goal for any athletic trainers is to maintain the high standards of care in athletic training rooms. If athletic trainers could not find sponsorship, creativity becomes critical. Creativity would be done by establishing a good relationship with local community, especially local hospitals and doctors. It is significant to have strong support from local doctors because the quality of this relationship directly influences the quality of care athletic trainers can provide. Minimizing unnecessary expenditure, expensive diagnostic tools such as MRI or CT scan are also things to consider. Those diagnostic tools are often used more than they are needed. The perishable or expendable supplies are also another way to minimize the

cost. Athletic trainers could save money when they use and manage supplies effectively.

CHAPTER III

METHODS

INTRODUCTION

The purpose of this study was to identify the barriers, avenues, and possibilities for marketing intercollegiate athletic training rooms. In particular, this study examined potential sources of support for intercollegiate athletic training rooms by addressing a) current trends in sponsorships within intercollegiate athletic training rooms; b) market tactics used to substantiate sponsorship in intercollegiate athletic training rooms; c) how existing marketing tactics have a greater potential for growth; and d) the need for intercollegiate athletic training rooms to possess and maintain sponsorship. Findings from this study provided valuable information in determining the potential of marketing strategies for intercollegiate athletic training rooms; further developing and administering future marketing plans for intercollegiate athletic training rooms across the nation; and for informing aspiring professionals about the role and responsibilities of an athletic training marketer.

In order to identify the barriers, avenues, and possibilities of sponsorships in intercollegiate athletic training rooms, an online-survey and volunteer telephone interview (Appendix A) were both administered to head athletic trainers representing athletic training rooms at Division I-A, I-AA, II, and III institutions. The online-survey was administered to head athletic trainers identified through listings in the National Association of Collegiate Directors of Athletics directory. The questions and content in the online-survey were compiled to analyze and discover the research regarding athletic training rooms at Division I-A, I-AA, II, and III institutions.

INSTITUTIONS

Head athletic trainers at Division I-A, I-AA, II, and III institutions were chosen to participate in this study. One thousand forty three head athletic trainers were contacted for this study, including 201 head athletic trainers from Division I-A, 124 head athletic trainers from Division I-AA, 282 head athletic trainers from Division II, and 427 head athletic trainers from Division III institutions. The colleges and universities were chosen based on their football program as listed in the 2003 National Association of Collegiate Directors of Athletics (NACDA) directory.

The purpose of classifying institutions was to identify the primary avenue generating sponsorship opportunity at different Division levels. On the other hand, athletic training rooms excluded from this study were primarily based on the assumption that marketing value generated at individual institution is steeped according to the NACDA directory ranking.

Rankin (1992) stated that the distribution of resources to athletic training rooms varied greatly depending on the size and scope of the athletic training rooms. The data from his study found wide disparities within many financial categories and in the total expenses, according to institutional Division level. The level of necessity for possessing a sponsorship and strategies in seeking sponsorship might be proportional to the size and scope of the athletic training room.

One head athletic trainer at a Division I institution stated that athletic department prohibited his athletic training room from seeking sponsorships not determined by the university. In another interview, the director of sports medicine in a Division I-AA institution expressed that he was free to seek out sponsorship. There

were no regulations prohibiting him from seeking any form of sponsorship for his athletic training room. Conducting online-surveys from all different Division levels was important to this study because various correlations and factors between current financial situations and extant sponsorships among different Divisions were identified.

The title of respondents who were eligible to participate in this study included: Director of Athletic Training Program, Head Athletic Trainer, Associate Athletic Trainer and Assistant Athletic Trainer who likely made financial/budget decisions in their athletic training rooms. Among all potential athletic trainers, 25 athletic trainers agreed to participate in the telephone interview, including 10 from Division I, 7 from Division II, and 8 from Division III institutions.

INSTRUMENT

The athletic trainer in charge of finances and marketing within an athletic training room received a package for this study. The packet included cover letters, two copies of a consent form, one self-addressed stamped envelop, and directions on how to access the online-survey (Appendix A). The purpose of the cover letter was to explain the study and to ascertain their willingness to participate.

Athletic trainers were given an option to participate in a telephone interview at the end of the online-survey. Participation in this interview was strictly voluntary and without risks. Contact information was requested for athletic trainers on the online-survey (Appendix A), but contact information and the online-survey were sent electronically to the researcher separately; therefore, participants in the online-survey were not identified by collected contract information. All information provided was used only for telephone interview purposes; therefore, the confidentiality of all athletic

trainers was maintained throughout the research process. All questioners and audio tapes were locked in a file cabinet in my advisor's office. Once data analysis is complete, all data will be destroyed.

Interview questions were developed (Appendix A). The open-ended questions were grouped into categories to answer the questions of the study. The themes that emerge from the interviews provided information about the unique strategic method of sponsorships in athletic training rooms. All interviews were audio-recorded. Participation in this interview was strictly voluntary and without risks. Upon completion of analysis, all data were destroyed.

PROCEDURES

To eliminate the bias among different Divisions, the initial introductory letter (Appendix A) was mailed to potential athletic trainers in Division I-A, I-AA, II, and III institutions. Two weeks after the mailing of this letter, the first reminding letter was sent to all identified athletic trainers encouraging participation in this study. The letter could potentially be forwarded to assistant athletic trainers or directors of sports medicine programs if they were involved in marketing of their athletic training rooms. The second reminder (Appendix A) was sent through e-mail with a hyperlink to all documents regarding this study.

After receiving the second reminder, athletic trainers were allowed two weeks to complete the online-survey. The cover letter explained the purpose of the survey, the expected time commitment, and ensured the anonymity of information. This letter with a direction to the survey explained the instructions for returning a consent form and completing the online-survey. All mailed letters included a self-addressed, stamped

envelope for replies. Athletic trainers in this study were asked to volunteer their names and contact information in order to receive the results of this study upon the end of the online-survey. However, athletic trainers were not required to include their names or institution addresses for participation in the online-survey. Therefore, athletic trainers were able to take the online-survey anonymously.

Participation in this study was strictly voluntary. Participating athletic trainers had the right to return a blank consent form and uncompleted survey as an indication of their refusal to participate. No incentives were used for completion of this survey other than the opportunity to receive the aggregate results of this study upon completion of the survey. Names of athletic trainers and returned consent forms were stored in the office of my faculty advisor. Only the primary investigator and three graduate advisors had access to the raw data.

DATA COLLECTION TECHNIQUES

A letter of the online-survey was sent to athletic trainers through both the standard U.S. mail and by electronic mail. Identified head athletic trainers received the initial letter and the first reminder two weeks after they received the initial letter. They received the final reminder two weeks before the deadline of the online-survey.

DATA ANALYSIS

The survey contained multiple-choice questions, fixed responses, and open-ended questions. The online questionnaires were analyzed through SPSS 12.0. Answers to open-ended questions were content analyzed and summarized. Audio tape recorder was used to record the telephone interviews. Masaru Ito, the principle investigator, analyzed the interview questions.

CHAPTER IV

RESULTS AND DISCUSSION

INTRODUCTION

The purpose of this study was to identify the barriers, avenues, and possibilities for marketing intercollegiate athletic training rooms. In particular, this study examined potential sources of support for intercollegiate athletic training rooms by addressing a) current trends in sponsorships within intercollegiate athletic training rooms; b) market tactics used to substantiate sponsorships in intercollegiate athletic training rooms; c) how existing marketing tactics have a greater potential for growth; and d) the need for intercollegiate athletic training rooms to possess and maintain sponsorship. Findings from this study provided valuable information in determining the potential of marketing strategies for intercollegiate athletic training rooms; further developing and administering future marketing plans for intercollegiate athletic training rooms across the nation; and for informing aspiring professionals about the role and responsibilities of an athletic training marketer.

Using these four categories, survey responses and telephone interviews were summarized. One aim of this research was to receive large representation from each Division to present results in aggregate form sub-divided by Division level, but the low response rate of some Divisions did not allow an accurate broad representation to be summarized. Therefore, some results were reported in total aggregate form.

Of the 1034 surveys mailed to head athletic trainers representing Division I-A, I-AA, II, and III institutions, 154 surveys were completed (n=154 of 1034 or 14.8 %). Of the 1034 potential athletic trainers involved in potential telephone interview, 25 athletic

trainers agreed to participate, including 10 from Division I, 7 from Division II, and 8 from Division III institutions. The total number of head athletic trainers or directors of athletic training programs participating in this research was 154 (N=154).

DEMOGRAPHIC OF REGISTERED INSTITUTIONS

The 154 participating athletic trainers were divided into NCAA Division levels. They are 16.2% (N=25) from Division I-A, 7.1% (N=11) from DI-AA, 27.9% (N=43) from DII, and 31.8% (N=49) from DIII institutions. Two participating athletic trainers stated that their institutions had one sport competing in a higher Division level than the other: 0.6% (N=1) Division II institution with one DI-AA sport and 0.6% (N=1) DIII institution with one DII sport. Because of the small sample size of institutions in the DII institution with one DI-AA sport and the DIII institution with one DII sport, these samples were not used to describe tendencies in these two Divisions with one higher Division sport. However, responses from these two athletic trainers were used to present a result in aggregate form. Participating institutions were 46.8% private and 37.7% public. There were 15.6% (N=24) of participating athletic trainers who did not indicate their institutional classification. The median of student-athletes (male and female combined) among participating institutions is 330. Ninety point zero percent of weighted average of total student-athletes is 632.20. Fifteen point six percent (N=24) of participating athletic trainers failed to indicate their Division status: this failure slightly changed the total percentage when the data was analyzed according to Division.

CURRENT TRENDS IN EXISTING SPONSORSHIPS

Sponsorship in the field of athletic training has been only recently discovered and utilized. There are few studies investigating the trend of sponsorship within this

profession. In order to identify the barriers, avenues, and possibilities for marketing intercollegiate athletic training rooms through sponsorships, it was critical to investigate current trends in existing sponsorship in intercollegiate athletic training rooms.

Sponsorship is identified as any element in promotion using investments in a sports entity (athlete, league, team, or event) to support overall organization objectives, marketing goals, and promotional strategies (Shank, 2002). According to the data collected, 13.3% of participating athletic trainers answered that the primary revenue resource other than the general budget comes from sponsorships, including 20% of the DI-A, 14.3% of the DI-AA, 15.6% of the DII, and 8.3% of the DIII athletic training rooms. The general budget was defined as an athletic training room budget allocated by an athletic department. Nearly 20% of participating athletic trainers answered that the secondary revenue resource other than the general budget comes from sponsorships, including 26.7% of the DI-A, 33.3% of the DI-AA and 28% of the DII athletic training rooms. None of the participating athletic trainer from DIII institution identified sponsorship as the secondary revenue resource. The result argued athletic training rooms sampled that higher Division athletic training rooms utilize a higher percentage of sponsorship as an outside revenue resources. It was significant that no DIII athletic training room utilizes sponsorship as the secondary revenue resource.

The top five tangible and intangible benefits participating athletic training rooms received from existing sponsorships in their athletic training rooms were analyzed. The top five responses were: 1) Volunteer services (35.1%), 2) Supplies (24%), 3) Equipment (17.5%), 4) Monetary/Financial (16.2%), and 5) Discounts on medical care cost (14.3%). Volunteer services were defined as volunteer doctor or specialist visits to

an athletic training room. The percentage of athletic training rooms that received the most intangible benefits from Volunteer services was the highest compared to other sponsorship categories. The collected data showed that the following four sponsorship categories have very low percentage of utilized sponsorships: Apparel (11.0%), Trade out (10.4%), Beverages (5.2%), and Media (1.3%).

Among the existing sponsorships above, the most beneficial category of tangible and intangible benefits to an athletic training room was analyzed (see figure A). The top three categories were: 1) Volunteers service (21.4%), 2) Monetary/Financial (10.1%) and 3) Supplies (6.4%). Table A shows a relatively higher percentages of volunteer services sponsorship was utilized at the DII (54.2%) and the DIII (47.8%) athletic training rooms. A limited human resource within athletic training rooms in these two Division levels might be a factor in this result.

Within the participating athletic trainers, 38.3% of them answered that there was no sponsorship within their athletic training rooms: 40.0% of the DI-A, 45.4% of the DI-AA, 41.8% of the DII and 48.9% of the DIII athletic training rooms. The breakdown of the data showed that there was a relatively high percentage across all Divisions; therefore, the institutional Division level might not be a factor in not utilizing sponsorships.

CURRENT NEEDS IN SPONSORSHIPS

According to the data collected, 75.6% of the athletic trainers answered that they desired some form of sponsorship. A breakdown of the data by Divisions indicated that precise level of interest in establishing sponsorship according to Division. Nearly 80% of the athletic trainers from DI-A and 81.0% of the athletic trainers from DII

institutions were interested in establishing sponsorship. This compares with 63.6% of the athletic trainers from DI-AA and 68.8% of the athletic trainers from DIII institutions (see table B). Forty eight point one percent of the participants consulted their athletic directors. Only 18.2% of the participants consulted marketing personnel and 13.0% talked to development personnel. On the other hand, 27.9% of the athletic trainers answered they have never talked to anybody in seeking sponsorships. Over half of the athletic trainers (56.3%) that answered they had never talked to anybody, answered that they had no interest in seeking sponsorship. Nearly 90% of athletic trainers answered that they do not want to hire a marketing professional to develop sponsorship opportunities. Even among athletic trainers who are interested in establishing sponsorship, 89.0% answered they had no interest in hiring professionals for sponsorship opportunities.

CURRENT TRENDS IN DESIRED CATEGORIES OF SPONSORSHIPS

In the sports industry, potentially everything could be sponsored. However, the following nine categories were given to narrow the choices for a desired sponsorship within an athletic training room: Monetary/Financial, Supplies, Apparel, Equipment, Beverage/Food, Media, Value In-Kind, Discounts on medical care cost, and Other. Participating athletic trainers were asked to answer the level of desire according to each category by choosing one out five desired levels: Not Desirable, Less Desirable, Desirable, More Desirable and Very Desirable. There were 73.2% (“Very Desirable” and “More Desirable” combined) of athletic trainers answered equipment as the highest desirable form of sponsorship in an athletic training room. The data also showed a high desire for supplies (66.4%: “Very Desirable” and “More Desirable” combined) and

monetary/financial (65.9%: “Very Desirable” and “More Desirable” combined).

The categories of beverage (58.3%, “Not Desirable” and “Less Desirable” combined) and media (80.2%, “Not Desirable” and “Less Desirable” combined) were two less desirable sponsorships. Nearly 60% (“Very Desirable” and “More Desirable” combined) of the athletic trainers answered that receiving discounts on medical care cost was a desirable form of sponsorship; however, there were different desire levels among Divisions. All participating athletic trainers except ones from DIII institutions answered this sponsorship was desirable, but 36.4% of the athletic trainers from DIII institution (“Not Desirable” and “Less Desirable” combined) answered it was not desirable. It was possible that some DIII athletic training rooms are not responsible for secondary insurance coverage for student-athletes; therefore, the level of desire in this category was low.

CURRENT TRENDS IN SPONSORSHIP IN ATHLETIC TRAINING ROOMS ACCORDING TO DIVISION

Identifying potential prospects for sponsorships in each Division is a very useful tool for head athletic trainers or directors of sports medicine programs. In addition to the data analyzed in previous sections, current existing sponsorships in athletic training rooms were analyzed by Division (see table C~K). Desired categories of sponsorship in athletic training rooms in each Division were also analyzed. By comparing two forms of collected data, they identify if sponsorship athletic training rooms possessed were actually matched with one intercollegiate athletic trainers desired. They also discovered current needs in sponsorship according to Division.

Athletic trainers from DI-A institutions answered that the top five tangible and intangible benefits from sponsorships were: 1) Volunteer services (44.0%), 2) Supplies (32.0%), 3) Equipment (24.0%), 4) Trade out (24.0%), 5) Discounts on medical care cost, and Apparel (20.0% tied). The top five desirable forms of sponsorship within DI-A athletic training rooms were: 1) Monetary/Financial (75.0%), 2) Discounts on medical care cost (56.0%), 3) Equipment (40.0%), 4) Supplies (32.0%), and 5) Apparel (20.0%). The most desirable sponsorship (Monetary/Financial) was utilized by only 5% of all participating DI-A athletic training rooms.

The top five benefits for DI-AA athletic training rooms were:
1) Monetary/Financial (45.5%), 2) Volunteer services (36.4%), 3) Discounts on medical care cost (27.3%), 4) Supplies, and Equipment (9.1% tied). The top five most desirable forms of sponsorship within DI-AA athletic training rooms were: 1) Monetary/Financial (72.7%), 2) Discounts on medical care cost (45.5%), 3) Supplies, Beverage/Food, and Apparel (18.2% tied). All athletic trainers from DI-A institutions that received benefits from monetary sponsorships answered that Monetary/Financial sponsorship were very desirable. In addition, discounts on medical cost was highly demanded and utilized in DI-AA athletic training rooms.

The top five benefits for DII athletic training rooms included: 1) Volunteer services (41.9%), 2) Supplies (32.6%), 3) Equipment (25.6%), 4) Monetary/Financial (20.9%), and 5) Trade out (18.2%). The top five desirable sponsorships within DII athletic training rooms were: 1) Equipment (52.4%), 2) Supplies (44.2%), 3) Monetary/Financial (41.9%), 4) Discounts on medical care (34.4%), and 5) Apparel (11.6%). Sponsorship for equipment was the most desirable form of sponsorship in this

Division compared with other Divisions. More DII athletic training rooms utilized this sponsorship compared with other Divisions (25.6% of DII athletic training rooms examined). Monetary/Financial and Discounts on medical care cost were not highly desirable categories in this Divisions compared with DI-A and DI-AA athletic training rooms.

The top five benefits for DIII athletic training rooms were: 1) Volunteer services (36.7%), 2) Supplies (26.5%), 3) Monetary/Financial (18.4%), 4) Equipment (16.3%), and 5) Discounts on medical care cost (14.3%). The top five most desirable forms of sponsorships within DIII athletic training rooms included: 1) Supplies, Equipment (44.4% tied), 3) Monetary/Financial (34.1%), 4) Discounts on medical care cost (29.5%), and 5) Apparel (26.7%). Supplemental sponsorship was relatively more desired and frequently utilized in DIII athletic training rooms. Supplemental and equipment sponsorships were needed in this Division because 91.5% of the DIII athletic training rooms received \$49,999 or less of a general budget allocated by their athletic departments. DIII athletic training rooms had the highest percentage in a general budget of \$49,999 or less among all other Divisions. Supplement and equipment sponsorships would definitely provide better support for DIII athletic training rooms in many aspects.

BENEFITS FROM ATHLETIC DEPARTMENT SPONSORSHIPS ACCORDING TO DIVISION

Benefits from athletic department sponsorships were analyzed according to Division. The data analyzed was useful in identifying categorical benefits through athletic departments compared with categorical benefits directly to athletic training

rooms. The top five tangible and intangible benefits acquired through an athletic department in all Divisions were: 1) Volunteer services (48.7%), 2) Supplies (44.2%), 3) Equipment (39.6%), 4) Monetary/Financial (38.3%), and 5) Apparel (36.4%).

Division I-A athletic training rooms had the highest percentage of received benefits from sponsorships through athletic departments in four out of nine categories: Supplies (52.0%), Apparel (56.0%), Trade out (48.0%), and Media (20.0%). Division I-AA athletic training rooms also had the highest percentage of received benefits from the sponsorships in four out of nine categories: Monetary/Financial (81.8%), Beverage/Food (54.5%), Discounts on medical care cost (45.5%), and Volunteer services (72.7%). On the other hand, DIII athletic training rooms had the lowest percentage of received benefits in all categories except the categories of Supplies and Media. Division I-AA athletic training rooms had the lowest percentage of received benefits in two categories: Supplies and Media (45.5% and 0% respectively). Over 80% of the DI-AA athletic training rooms received Monetary/Financial benefits. Division I-AA athletic training rooms had the highest percentage in this category among all Divisions. Comparably, only 26.5% of the DIII athletic training rooms received Monetary/Financial benefits.

Fourteen point two percent of the participating athletic trainers answered they do not received any benefit from sponsorships through their athletic departments. Nearly 60% of the athletic trainers from DIII and 31.8% of the athletic trainers from DII institutions answered that they do not received any benefits from sponsorships. On the other hand, 4.5% of the athletic trainers from DI-A institutions answered there is no benefits from the sponsorships through their athletic departments. This data revealed

that the percentage of athletic training rooms receiving benefits from sponsorships through athletic departments were proportional to institutional Division levels.

CURRENT TRENDS OF QUID PRO QUO

In order to be successful in establishing sponsorships, there has to be an equal exchange between sponsored and sponsoring entities. This form of equal exchange is commonly referred to as Quid Pro Quo (Latin for "what for what" or "something for something") which is used to mean *a favor for a favor*. *Quid Pro Quo* is a legal term for a transaction of valued items or favors, in return for giving something of value (Wikipedia, 2005). Many times, media exposure such as sponsor signage, logos and naming rights were commonly used for an exchange of sponsorships. Since the nature of an athletic training profession exists mainly behind the scenes, previous examples were not applicable. Therefore, the current trend of Quid Pro Quo within athletic training rooms had to be considered.

The collected data was analyzed to identify the top three items given to existing sponsors in return, including: 1) Sponsorship visibility (29.9%), 2) Game tickets (25.3%), and 3) Apparel gear (22.7%). A breakdown showed that 32% of the DI-A, 45% of the DI-AA, 39.5% of the DII, and 24.5% of the DIII athletic training rooms utilize some form of sponsorship visibility (see figure B). Athletic trainers from DI-A institutions are sometimes not allowed to utilize sponsorship visibility as Quid Pro Quo because potential sponsorships may conflict with existing sponsorships in their athletic departments. Game tickets were used more in DI-AA (45.5%) followed by DI-A (36%) and DII (34.9%) athletic training rooms (see figure C). Division III athletic training rooms had the lowest percentage of utilized game tickets as Quid Pro Quo (12.2%). Because some DIII

athletic events were free admission and their institutions had limited number of luxury and sky box seats, game tickets were not always valued items to sponsors in return. Apparel gear was utilized almost equally across all Divisions (24% of the DI-A, 27.3% of the DI-AA, 25.6% of the DII and 26.5% of the DIII athletic training rooms) (see figure D). In both categories of Value-in-kind and Naming right, DI-A athletic training rooms have the highest percentage of utilizing these categories in the form of sponsorships (20% and 16% respectively).

CURRENT TRENDS IN OUTSIDE FUNDING

Including sponsorships, there are several ways to financially strengthen athletic training rooms. One of several ways available to intercollegiate athletic trainers is to financially strengthen an athletic training room through outside funding in addition to a general budget from an athletic department. Outside funding was defined as any resources provided to an athletic training room other than the funding from an athletic department (general budget). There were 54.3% of the athletic trainers that answered they do not have any additional funding outside of their general budgets. A breakdown shows that a higher percentage of athletic training rooms in lower Divisions did not have any outside funding (55.1% of the DIII athletic training rooms examined). Additionally, 40% of the DI-A, 50% of the DI-AA and 60.5% of the DII athletic training rooms have no outside funding (see table L). Regardless of the Division, many athletic trainers have difficulty locating outside resources.

Among all athletic training rooms with an outside funding, only 16.3% of the DII and 14.3% of the DIII athletic training rooms received the outside funding between \$1~\$999 during the 2003-2004 academic year. The cumulative percentage among DII

athletic training rooms with the outside funding of \$999 or less was 76.8%, including 60.5% of the athletic training rooms with no funding. The cumulative percentage among DIII athletic training rooms with the outside funding of \$999 or less was 69.4%, including 55.1% of the athletic training rooms with no funding. Division I-A athletic training rooms have relatively a higher outside funding compared to other Divisions. Over 30% of DI-A athletic training rooms received the outside funding between \$1,000~\$4,999. Twelve percent of DI-A athletic training rooms also received the funding of \$15,000 or greater in the 2003-2004 academic year. Interestingly, 18.4% of DIII also received the funding between \$1,000~\$4,999. Nearly 10% of DIII received the funding of \$15,000 or greater. However, overall, the majority of athletic training rooms (68.3% of all athletic training rooms examined) received the outside funding of \$999 or less in the 2003-2004 academic year.

CURRENT CATEGORICAL TRENDS IN OUTSIDE FUNDING

Among all participating athletic trainers, 46.9% stated that they received some form of an outside funding. Therefore, categories of an outside funding were analyzed to identify the current categorical trends in an outside funding. Participating athletic trainers were asked to identify the primary and secondary revenue sources other than their general budgets. Fifty two point one percent of the athletic trainers answered that donations are the primary outside revenue resource. Sixty point zero percent of the athletic trainers from DI-A and 71.4% of the athletic trainers from DI-AA institutions answered that they utilized donations as the primary outside revenue resource (see table M). Division I-A and DI-AA athletic training rooms had a relatively higher percentage

in utilizing donations as the primary outside resource compared with DII and DIII athletic training rooms (53.1% and 44.4% respectively).

The second most popular form of the primary revenue resource was through fundraising (22.9% overall). Division II and DIII athletic training rooms had a higher percentage in this category (25% and 27.8% respectively). Only 10.0% of the DI-A and 14.3% of the DI-AA athletic training rooms utilized this form of outside revenue. The third most popular form of the primary revenue resource was sponsorship (13.5% overall). Division I athletic training rooms had the highest percentage (20.0%) to utilize sponsorship, followed by DII athletic training rooms (15.6%). This trend indicated that the lower Division athletic training rooms had more difficulty to utilize sponsorship in their athletic training rooms (only 8.3% of the DIII athletic training rooms utilizing sponsorship).

Fundraising was the most popular category utilized as a secondary revenue resource (38.4% overall). Donations were the second most popular form of the secondary revenue resource (34.2% overall). The data of the secondary revenue resource was analyzed according to Divisions (see table N). It revealed that DI-A athletic training rooms had the highest percentage in utilizing fundraising (46.7%). They also had the highest percentage in sponsorship (26.7%). Division I-AA athletic training rooms equally utilized donation, fundraising and sponsorships (33.3%) as the secondary revenue resource. Exact forty percent of the DII athletic training rooms utilized fundraising as the secondary revenue resource. Nearly 30% of the DII athletic training rooms utilized donations and sponsorships as the secondary revenue resource. More than half of the athletic trainers from DIII institutions answered donations are the

most popular category of the secondary revenue resource followed by fundraising (34.6%). Donation was the most popular form of the primary revenue resource for DIII athletic training rooms as well. There was no response for utilizing sponsorships as the secondary revenue resource among DIII athletic training rooms.

Even though 46.9% of the athletic trainers stated that they received some form of an outside funding, utilizing sponsorships was not the most popular way to generate outside resources in an athletic training room. Sponsorship was utilized as the third most popular category as the primary and secondary outside resource (13.5% and 17.8% respectively). On the positive side, all participating athletic trainers except ones from DIII institutions identified sponsorship as an outside revenue resource (26.7% from the DI-A, 33.3% from the DI-AA and 28.0% from the DII athletic training rooms). Only 8.3% of the DIII athletic training rooms utilized sponsorship as the primary revenue resource.

SPONSORSHIP NEEDS WITHIN ATHLETIC TRAINING ROOMS

According to the data collected, greater need in acquiring sponsorship was evident. Nearly 75% of the participating athletic trainers showed an interest in possessing sponsorship within their athletic training rooms. The most desired form of sponsorship was equipment (73.7% overall, “Very Desirable” and “More Desirable” combined). Supply sponsorship was the second most desirable sponsorship (66.4% overall, “Very Desirable” and “More Desirable” combined). There were 65.9 % (“Very Desirable” and “More Desirable” combined) of the participants that had high desire in the category of monetary/financial sponsorship.

DESIRED LEVEL OF ALLOCATION IN CATEGORIES

As the previous section stated, there was high desire for monetary/financial sponsorship across Divisions. Therefore, the data was analyzed by the five desire levels to identify how participants would allocate money within their athletic training rooms if an outside revenue resource were available. The five levels of desire includes: Not Desirable, Less Desirable, Desirable, More Desirable, and Very Desirable. The following categories were used to allocate outside revenue: Capital equipment, Perishable/Expendable supplies, Apparel, Maintenance/Repair, Hiring contracted ATC, Hiring contracted graduate assistant, Medical care cost, Professional expenditure, Athletic training student expenditure, and Other.

Capital Equipment

There were 35.9% of the participating athletic trainers that answered “Very Desirable” to allocate more money for capital equipment if they could acquire outside revenue resources. Overall, the category of capital equipment had the highest response percentage, “Very Desirable”, compared to other categories. Almost 50% of the athletic trainers from DI-A institutions answered “Very Desirable” to allocate more money in this category. Over 50% of the athletic trainers from DII and 42.6% of the athletic trainers from DIII institutions also answered “Very Desirable” to allocate in this category. It was very evident that capital equipment was the most desired category for distributing outside revenue resource when available.

Apparel

The figures in the categories of apparel, Maintenance/Repair, Medical care cost, and Perishable/Expendable supplies, were all roughly symmetric, and both tails fall off

quite smoothly from a single center peak located at “Desirable.” Figure E for apparel with a symmetric distribution shows a large percentage of probability (responses) at the center peak. This implies participants showed some level of desire to allocate more money to apparel, but they did not show high or low levels of desire in this category.

There were 45.5% of the participants that answered “Desirable” to distribute more money to apparel. However, only 5.2% overall answered “Very Desirable” to allocate more money to this category, including 4% of the participants from DI-A, 9.1% of the participants from DI-AA, 4.7% of the participants from DII, and 4.3% of the participants from DIII institutions. More than half of the athletic trainers from DI-AA institutions answered that apparel is “Less Desirable” category to distribute more money. Division I-AA institutions also show a low level of desire in apparel sponsorship. It is apparent that apparel is not desirable for DI-AA institutions to allocate more money when available.

Maintenance/Repair

Nearly half of participating institutions answered “Desirable” to allocate more money to maintenance/repair when available. On the other hand, only 3.2% answered “Very Desirable” to distribute more money to this category. Comparably a response to apparel above, 60.0% of the DI-AA institutions answered “Desirable” to allocate more money to this category. However, none of DI-AA institution responded “Very Desirable” to distribute to this category. There was some level of desire in DI-AA institutions in maintenance/repair, but this category was still not most desirable.

Medical Care Cost

Thirty five percent overall answered “Desirable” to allocate more money to medical care cost when available. Only 10.6% answered “Very Desirable” to distribute to this category. A breakdown shows clear separation of desire among Divisions. Exact 16% of the DI-A institutions answered “Very Desirable” to allocate to this category. Division I-A institutions had the highest response rate, “Very Desirable” among all Divisions in this category. Because many DI-A athletic training rooms covered secondary insurance cost for student-athletes, desire in this category was relatively more than other Divisions. On the other hand, 54.6% of the participants from DI-AA and 53.5% of the participants from DIII institutions (“Not Desirable” and “Less Desirable” combined) answered medical care cost was not very desirable to distribute more money.

Perishable/Expendable Supplies

The category of perishable/expendable supplies was more desired among institutions with lower general budgets or with lower outside funding. Nearly 35% of the participating institutions answered “Desirable” to allocate more money to perishable/expendable supplies when available, including 43.8% of the athletic training rooms with the outside funding between \$1~\$999 and 34.4% of athletic training rooms with no outside funding. Thirty three point zero percent of the athletic training rooms with the general budget of \$49,999 or less answered “Desirable” to distribute more money to this category when available. Over 30% overall answered “More Desirable” to allocate to perishable/expendable supplies, including 42.9% of the athletic training rooms with the outside funding between \$1,000~\$4,999 and 34.0% of the athletic training rooms with the general budget of \$49,999 or less.

Professional Expenditure

Figure F showed that the peak of probability (responses) to distribute more money shifts from “Desirable” to “More Desirable” in professional expenditure. Annual membership fee, conference admission fee, or Continuing Education Unit (CEU) were examples of professional expenditure. Nearly 40% overall answered “More Desirable” to allocate more money to this category when available, including 45.5% of the athletic trainers from DI-AA institutions. There were 20.9% of participating athletic trainers that answered “Very Desirable” to distribute to this category, including 24.0% of the athletic trainers from DI-A, 23.3% of the athletic trainers from DII, and 20.8% of the athletic trainers from DIII institutions. Across all Divisions, participants showed relatively more desire in professional expenditure.

Hire Contracted Athletic Trainer Certified (ATC)

Figure G revealed a unique tendency in the category of hiring contracted ATC according to Division. Nearly 45% overall answered “Very Desirable” to allocate more money to hire contracted ATC when available, including 36.0% of the participants from DI-A, 54.5% of the participants from DI-AA, 44.2% of the participants from DII and 47.8% of the participants from DIII institutions. On the other hand, 28.0% of the participants from DI-A institutions answered “Not Desirable” to distribute more money to this category; they include 57.1% of the DI-A institutions had a general budget of \$49,999 or less and 42.9% of the DI-A institutions received no outside revenue resource. Hiring contracted ATC was not clearly the most desirable way of allocating more money in participating athletic training rooms with lower general budgets or with lower outside revenue resources. Additionally, DI-A athletic training rooms might already have

enough staff working in their athletic training rooms; therefore, this category might not be the most desirable means of allocating more money when available.

Hire Contracted Graduate Assistants

On the other hand, when the need for allocating more money in contracting graduate assistants, compared to contracting ATC was analyzed, it was evident that the level of desire in hiring contracted graduate assistants was not as high as the one with hiring contracted ATC (see figure H). Twenty five point zero percent overall answered “Very Desirable” to allocate more money in this category when available, including 80.6% of the athletic training rooms had the general budget of \$49,999 or less. Nearly 30% of participating athletic trainers answered “More Desirable” to distribute to hire contracted graduate assistants, including 25.3% of athletic trainers from athletic training rooms with the general budget of \$49,999 or less. Additionally, 66.6% of the athletic trainers from DI-A institutions that answered “Desirable” to allocate in hiring contracted ATC, had the general budget of \$200,000 or more. On the other hand, 16.1% of the athletic trainers answered “Not Desirable” to distribute in this category, including 24.0% of the athletic trainers from DI-A institutions. Approximately, 70% of athletic trainers answered “Not Desirable” have the general budget between \$200,000~\$299,999.

Athletic Training Student Expenditure

Data supported a desire to allocate more money to athletic training student expenditure, which revealed a unique tendency. Nearly 30% overall answered “Desirable” to distribute more money in this category when available. Over 25% overall answered “Not Desirable” to allocate, including 16.0% of the participants from DI-A, 22.2% of the participants from DI-AA, 27.9% of the participants from DII and 30.4% of

the participants from DIII institutions. Sixty six point seven percent of the participating athletic trainers answered “Not Desirable” have a general budget between \$100,000~\$199,999. Over 25% of the athletic trainers answered “Not Desirable” have a general budget of \$49,999 or less. Over 30% of athletic trainers in athletic training rooms with no outside fund also answered “Not Desirable” to distribute more money to athletic training student expenditure. The category of athletic training student expenditure was not very desired as a means to allocate more money regardless of funding or Division levels.

AVENUES AND POSSIBILITIES FOR MARKETING ATHLETIC TRAINING ROOMS

Even though the field of athletic training is one of fastest growing profession in the United States, athletic trainers struggle with their identities. NATA has variously tried to improve athletic trainers’ professional identity. NATA has also worked to distinguish athletic trainers from personal trainers or physical therapists. Therefore, avenues in marketing intercollegiate athletic training room should begin to improve the current image of intercollegiate athletic training room at local and national levels. These identified problems stem from currently limited objectives or missions of athletic training rooms. It is important for every athletic training room to possess its own image in order to best promote an athletic training room to the public.

Furthermore, a new image has to be positive and very unique in distinguishing one athletic training room from another. One word used to represent the image of athletic training rooms of participants’ institutions was collected. Many participants stated the positive image of their athletic training rooms. They used such words as: awesome, charismatic, diligent, innovation/humanitarian, renowned, resourceful,

rigorous, stellar, tradition, vibrant, and visionary. One institution even used a word in an upper case, "EXCELLENT." When athletic trainers have one good word to represent their athletic training rooms, they are ready to take a first step in marketing their athletic training room to the public.

Since the area of marketing within the field of athletic training is relatively new, many possibilities need to be discovered. The number of those possibilities could be successfully increased through many factors. By Quid Pro Quo, every intercollegiate athletic trainer could establish satisfactory exchange between sponsors and sponsor seekers. Many intercollegiate athletic trainers believe that institutional Division status is a critical factor; however, 8.2% of the DIII athletic training rooms still received outside funds of \$15,000 or greater. Over 40% of the DIII athletic training rooms received the outside fund between \$5,000~\$9,999, compared to 4.0% of the DI-A athletic training rooms that received the same amount of outside fund. Nearly 20% of the DIII athletic training rooms received the outside fund between \$1,000~\$4,999 in the 2003-2004 academic year.

By talking to athletic directors or development personnel, intercollegiate athletic trainers can improve communication with individuals who make most of the financial decisions. Twenty seven point nine percent overall answered they never talked to anybody about marketing their athletic training rooms. This percentage could be improved by utilizing as many opportunities as possible to promote athletic training rooms. For instance, National Athletic Training Month is a great time to promote athletic training rooms and their functions to the public. Many participating

institutions did some form of promotion during March of 2004, examples include: announcement at home games, posters, banners, bulletin boards, and selling T-shirts.

Even though intercollegiate athletic trainers were not able to promote their athletic training rooms during National Athletic Training Month, they should keep looking for opportunities to be involved in the community. Thirty two point eight percent overall answered their athletic training rooms have affiliation with local/national events or activities. On the other hand, nearly 45% of the participants from DII and 34.7% of the participants from DIII institutions answered their athletic training rooms have had no affiliation with any community event or activity for the past two years. It is important to realize, any opportunity will establish better communication to people outside of universities.

Lastly, avenues and possibilities for marketing athletic training rooms could be accomplished through their athletic departments. Almost half of the participating institutions answered that they received tangible and intangible benefits from volunteer services sponsorship through their athletic departments. Volunteer services were the most popular form of sponsorship through athletic departments in participating athletic training rooms. Nearly 30% overall answered volunteer services were also the most beneficial sponsorship through athletic departments. Forty four point two percent overall answered they received supplemental sponsorship through their athletic departments. Approximately 40% answered they received equipment sponsorship, followed by 38.3% of the athletic training rooms receiving monetary/financial sponsorship and 36.4% of the athletic training rooms receiving apparel gear sponsorship through their athletic departments. When intercollegiate athletic trainers begin to seek

sponsorships for their athletic training rooms, potential sponsorships often conflict with existing sponsorships in their athletic department or with athletic departmental policies. Instead of fighting with an athletic department, intercollegiate athletic trainers could work with their athletic departments to get what athletic trainers really want in their athletic training rooms.

BARRIERS IN MARKETING AN ATHLETIC TRAINING ROOM

Even though 74.8% of the participating athletic trainers were interested in establishing sponsorship, 89.8% answered that they annually spent 10% or less time in marketing their athletic training rooms. Nearly 40% of the participating athletic trainers never spent any time marketing. Therefore, possible barriers in seeking sponsorships within their athletic training rooms had to be identified.

According to data collected, the most frequent potential barrier in marketing the athletic training room was that the majority of intercollegiate athletic trainers do not have time to do marketing. Lack of human resources was also a frequently identified as a potential barrier. In fact, the data showed that the athletic trainers from DII and the DIII institutions had more desire in hiring contracted ATC. Some responded that marketing athletic training rooms was not a part of their job descriptions. Others lack a desire to market athletic training rooms. Nearly 40% of the participants from DI-AA and 31.1% of the participants from DIII athletic training room showed no interest in marketing their athletic training rooms.

Many participants stated that administrative policies often prohibit athletic trainers from seeking sponsorships; therefore, many head athletic trainers and directors of the sports medicine program were not encouraged to seek potential sponsorships.

One assistant athletic director of marketing at a Division I-A institution stated that all sponsorships in its athletic department, including an athletic training room, had to be approved by the athletic department. Therefore, when a company was interested in sponsoring the athletic training room, athletic department requested a RFP (Request for Proposal) to find out what the potential sponsor needed from an institution and what the sponsor must give in return.

Other potential barriers include conflicts with existing sponsorship in athletic departments. Over 40% of the participating athletic trainers answered that they were allowed to seek a sponsorship by their own initiative. A breakdown showed that 39.1% of the participants from DI-A, 54.5% of the participants from DI-AA, 48.8% of the participants from DII, and 34.8% of the participants from DIII institutions were allowed to begin marketing for potential sponsorship. Some of the participants from DI and DIII institutions that were allowed for marketing were concerned with potential conflicts with existing sponsorship in their athletic departments.

Some participating institutions stated geographical factors as potential barriers. For instance, being in a small town, lack of visibility, institutional difficulties, and lower Division levels all provide potential barriers. Another potential barrier existed when one participating institution was in proximity to a much larger institution.

Lastly, many thought an athletic department might turn over an athletic training room budget since they received sponsorships. In these cases an athletic training room could lose even more than they receive from the sponsorship.

MARKETING TACTICS TO SUBSTANTIATE SPONSORSHIPS

According to the logic of Quid Pro Quo stated, it is important for sponsorship seekers to know what potential sponsors want from a sponsored entity. When potential sponsors are looking for something in return, how can athletic training rooms find something to exchange in return. Therefore, common tangible and intangible items that could be exchanged were analyzed.

According to the data collected, sponsorship visibility was most frequently used in return for their sponsorships. Nearly 30% overall institutions utilized sponsorship visibility, including 45.5% of the DI-AA, 39.5% of the DII, 32% of the DI-A and 24.5% of the DIII athletic training rooms. Over 25% overall participants used game tickets, including 45.5% of the participants from DI-AA and 36% of the participants from DI-A institutions. Only 12.2% of the DIII athletic training rooms utilized game tickets in return for their sponsorships. In DIII institutions, it might be because admissions to games were often free. The third most frequently used item is apparel gear. Twenty two point seven percent overall participating athletic trainers answered that they utilized apparel gear in return for their sponsorships, including 24.0% of the participants from DI-A, 27.3% of the participants from DI-AA, 25.6% of the participants from DII and 26.5% of the participants from DIII institutions.

Once sponsorships are established, athletic trainers have to dedicate time to maintaining good communication and relationships with these sponsors. Frequency in contacting existing sponsors was used to measure the level of effort to maintain existing sponsorship. According to the data collected, there were two most common tendencies: 1) an athletic trainer does not contact existing sponsors, 2) an athletic trainer makes

frequent contact with existing sponsors. Nearly 40% overall participating athletic trainers with sponsorships answered that they annually contact sponsors five times or more. Forty point zero percent of the participants from DI-A institutions with sponsorships annually make contact more than 5 times with existing sponsors. The percentage is even higher in the participants from DI-AA and DII institutions (both 50.0%). On the other hand, 27.6% overall participants answered that they did not contact sponsors at all; this included 21.7% of the participants from DIII institutions with sponsorships. One participating athletic trainer from DIII institution made no contact with existing sponsorships stated that they were too busy as athletic trainers to do so.

A variety of barriers have already been identified, including barriers intercollegiate athletic trainers need to overcome. There are many ways to overcome these barriers. Ways of offsetting barriers which appear unbreakable were posed to all institutions and then analyzed. These include:

1. Make marketing priority. In the profession of athletic training, there never will be enough time to do everything in a day, so when athletic trainers want to do marketing their athletic training rooms, they have to make it priority.
2. Good time management. The time management is significant to provide a little more time to do extra tasks, including marketing.
3. Hire more staff. Adding one more staff person might cut job time into half.
4. In case of causing conflict with an athletic departmental policy or conflict with existing sponsorships, some institutions suggested continuing to talk to AD or development personnel. Improving recognition in an athletic department will

change the mindset of administrations regarding an athletic training room and its staff. Improving personal communication within an athletic department also helps to achieve improving recognition.

5. Do not hesitate to ask departmental staff for help. It is acceptable for athletic trainers to discuss how to do marketing with an athletic training room when available.
6. When an athletic department allows athletic trainers to seek sponsorships, make sure to use departmental resources to research local businesses. This helps not only in the gathering of all information needed, but also avoids conflict with existing sponsorships within an athletic department.
7. Get sponsorship involving not only an athletic training room, but also an entire athletic department. Many athletic departments do not want athletic trainers to take away potential sponsors; therefore, connecting athletic department administration to your potential sponsorships will increase chances of possessing sponsorships in an athletic training room.
8. Take good care of alumni. It is fundamental to build consistent connections with alumni of student-athletes, student athletic trainers, and the athletic training staff. Once they graduate, they will become individuals to promote their athletic training rooms to the public; therefore, it is important to maintain a good relationship with alumni to best promote an athletic training room.
9. Build community relationship. The community relationship plays an important role in establishing and strengthening successful athletic training rooms in the long term.

10. All processes have to begin with small steps.
11. Set up realistic and reachable goals to possess sponsorships.
12. Start with a small sponsorship.
13. If athletic training rooms are faced with institutional or geographical difficulties, including the size of a university or being in a small town, athletic trainers need to extend the search outside of the local area.
14. If an athletic department is in the process of improving its imaging or visibility, make sure the athletic training room becomes a part of this process. Do not let departmental tasks become separated from other tasks in an athletic training room.
15. Even though an institution is in proximity to a much larger institution, this situation does not have to be viewed as a competition for potential sponsorships. As previously stated, even DI-A institutions experience difficulty in seeking sponsorship within their athletic training rooms. To open the communication to athletic trainers at other institutions is one way to work together in achieving common goals.
16. One must “just get it done.”

CHAPTER V

CONCLUSION

Sponsorship in the field of athletic training has been only recently discovered and utilized for a very short period of time. There were few studies investigating the trend of sponsorship within this profession. The purpose of this study was to identify the barriers, avenues, and possibilities for marketing intercollegiate athletic training rooms through sponsorships. According to the data collected, 75.6% of the participating athletic trainers desired some form of sponsorship. Current trends in sponsorships within intercollegiate athletic training rooms revealed that 13.3% of the participating athletic training rooms utilized sponsorships as the primary outside revenue resource, including 20.0% of the DI-A, 14.3% of the DI-AA, 15.6% of the DII, and 8.3% of the DIII participating athletic training rooms. Even though sponsorship was not the most commonly utilized form of outside revenue resource, the data encourages current intercollegiate athletic trainers to recognize existing opportunities and find sponsors in the athletic training rooms.

Volunteer services including volunteer doctor or specialist visits are the most utilized form of sponsorships in athletic training rooms among participating institutions. Over 20% of the participating institutions stated volunteer services were also the most beneficial sponsorship category. On the other hand, the collected data showed that only a few institutions utilized sponsorships in apparel, trade out, beverages, and media. That might be because on the process of establishing sponsorships between two entities, the mutual interests and Quid Pro Quo had to be matched between these two entities.

The sponsorship categories of apparel, trade out, beverages, and media might not bring mutual interests between potential sponsors and athletic training rooms.

In order to discover what athletic trainers could offer to sponsors in return, the top three items given to existing sponsors in return as Quid Pro Quo were analyzed. They included sponsorship visibility, game tickets, and apparel gear. Across all Divisions, sponsorship visibility and apparel gear were almost equally utilized. Because typical game ticket values were higher in higher Division, DI-A and DI-AA athletic training rooms utilized game tickets relatively more often than DII and DIII athletic training rooms. Division III athletic training rooms had the lowest percentage for utilizing game tickets in return for their sponsorships.

The categories of desired sponsorships in athletic training rooms revealed that 73.2% of the participating institutions desire equipment sponsorship in their athletic training rooms. The category of equipment was also the most desired in distributing more money when available. Supplies were the second most desired sponsorship.

Even though there were potential sponsors in athletic training rooms, 38.3% of the participating athletic trainers had no sponsorship within their athletic training rooms, including 40.0% of the DI-A, 45.4% of the DI-AA, 41.8% of the DII and 48.9% of the DIII athletic training room. Therefore, intercollegiate athletic trainers had to seek other opportunities to financially support their athletic training rooms. To financially strengthen an athletic training room through outside funding in addition to a general budget from an athletic department was one of several ways available for intercollegiate athletic trainers.

According to the data collected, the top three forms of outside revenue resource

included donation, fundraising, and sponsorship. Division I-A and DI-AA athletic training rooms had a relatively higher percentage in utilizing donations as the primary outside resource, compared with DII and DIII athletic training rooms. Sixteen point three percent of the DII and 14.3% of the DIII athletic training rooms received the outside funding between \$1~\$999 during the 2003-2004 academic year. Comparably, DI-A athletic training rooms had relatively a higher outside funding, compared to other Divisions. Over 30% of the DI-A athletic training rooms received the outside funding between \$1,000~\$4,999. Twelve point zero percent of the DI-A athletic training rooms also received the funding of \$15,000 or greater in the 2003-2004 academic year. Overall, the majority of athletic training rooms (68.3% of all athletic training rooms examined) received the outside funding of \$999 or less in the 2003-2004 academic year, including 54.3% of the athletic training rooms that do not have any additional funding outside of their general budgets.

Avenues in marketing intercollegiate athletic training rooms hereafter may be full of trials and tribulations. The researcher suggests that intercollegiate athletic training rooms should begin by improving the current image of intercollegiate athletic training room at local and national levels. It is important for every athletic training room to possess its own image in order to best promote an athletic training room. Establishing strong communication within an athletic department is a first step in improving the image of athletic training rooms; then, intercollegiate athletic trainers can improve communication with individuals who make most of the financial decisions at their universities. Nearly half of the participants already consulted their athletic directors. Eighteen point two percent of the participants also consulted marketing

personnel and 13.0% talked to development personnel. On the other hand, 27.9% answered they have never talked to anybody in seeking sponsorships. Over half of the participants (56.3%) had never consulted anyone, answered that they had no interest in seeking sponsorship.

Another opportunity to improve the image of the athletic training rooms includes any promotions during National Athletic Training Month and affiliation with any local/national events or activities. Forty four point two percent of the participants from DII and 34.7% of the participants from DIII institutions answered they have not done any affiliation with community event or activity for the past two years. It is important to realize these opportunities will establish better communication to people outside of universities.

As many of participants stated, the biggest barrier to begin marketing athletic training rooms is time commitment. They think that marketing takes a significant amount of time. The truth is that marketing requires well organized plan and execution; therefore, it does take time. According to the collected data, 79.5% of existing sponsorships in athletic training rooms were initiated by athletic trainers. Only 3.5% of the participants stated that most of their sponsorships (96% or greater) were initiated by their sponsors; therefore, the researcher suggests intercollegiate athletic trainers should initiate a process of sponsorship. This research proves that possessing sponsorships in athletic training rooms is very possible to execute and that the key element to establish sponsorship within athletic training rooms is to find out specific needs of potential sponsors. There are many institutions that have already established sponsorships. The final thing athletic trainers interested in beginning marketing might consider is how

to think outside of the traditional box and act accordingly. This study guides intercollegiate athletic trainers to begin marketing their athletic training room; then, they can discover greater possibilities within marketing the athletic training profession.

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APPENDICES

APPENDIX A
SURVEY MATERIAL

Sample Cover Letter

November 1, 2003

Address

Dear:

Since the National Athletic Trainers' Association (NATA) was established in 1950, the field of athletic training has been one of the fastest growing fields of medicine in United States. Each intercollegiate athletic training room develops unique strategies and tactics to improve the quality of their respective programs and the standard care for student athletes. You have been identified as a primary administrator of an athletic training room that provides significant support to a Division I-A, elite-level college athletic training room. Therefore, your experience and expertise are invaluable to the success of the current study and to the advancement of knowledge for aspiring intercollegiate athletic training professionals. Given your unique perspective, I would like to invite you to participate in an online survey and telephone interview to explore your perceptions about the marketing aspect of the field of athletic training.

The purpose of this study is to identify the barriers, avenues, and possibilities for marketing intercollegiate athletic training rooms. In particular, this study will examine potential sources of support for intercollegiate athletic training rooms by addressing the following research questions:

- A) What are the current trends in sponsorships within intercollegiate athletic training rooms?
- B) What are the market tactics used to substantiate sponsorships in intercollegiate athletic training rooms?
- C) What existing marketing tactics have the greatest potential for growth?
- D) What are some barriers/avenues/possibilities for marketing an intercollegiate athletic training rooms
- E) How much are needs for intercollegiate athletic training rooms to possess sponsorship?

Findings from this study will provide valuable information for determining the potential

of marketing strategies for intercollegiate athletic training rooms, for developing and administrating future marketing plan for intercollegiate athletic training rooms across the nation, and for informing aspiring professionals about the roles and responsibilities of an athletic training marketer.

If you agree to participate in this study, please return the enclosed *consent form* in the enclosed business reply envelope. You may need approximately 20 minutes to complete this online survey. If you would like to participate in an optional telephone interview, you will have an opportunity to formulate responses to questions attached to the consent form. More detailed information about the online survey and telephone interview is also included in this package. You will be scheduled to participate in a tape-recorded interview that lasts approximately 30 minutes. Any information provided by participants in this study will be kept strictly confidential. All tapes and questionnaires will be locked in a file cabinet in the office of my faculty advisor. Once data analysis is complete, all data will be destroyed. If you choose to participate, I will contact you to schedule an interview date.

Thank you so much for considering this request to participate in my research.

Sincerely,

Masaru Ito, ATC
Graduate Assistant Athletic Trainer
Women's Intercollegiate Athletics
University of Tennessee
117 Stokely Athletic Center
Knoxville, TN 37996-3110
mito@utk.edu

INFORMED CONSENT FORM

An Investigation of Potential Marketing Avenues in an Athletic Training Program

INTRODUCTION

The purpose of this study is to identify the barriers/avenue/possibilities for marketing in intercollegiate athletic training room. In particular, this study will examine potential source of support for intercollegiate athletic training room by answering the following research questions:

- A) What are the current trends in sponsorships within intercollegiate athletic training rooms?
- B) What are the market tactics used to substantiate sponsorships in intercollegiate athletic training rooms?
- C) What existing marketing tactics have the greatest potential for growth?
- D) What are some barriers/avenues/possibilities for marketing an intercollegiate athletic training room
- E) How much are needs for intercollegiate athletic training rooms to possess sponsorship?

Findings from this study will provide valuable information for determine the potential of marketing strategies for intercollegiate athletic training rooms, for developing and administrating future marketing plan for intercollegiate athletic training rooms across the nation, and for informing aspiring professionals about the roles and responsibilities of an athletic training marketer.

PARTICIPATION IN THE STUDY

You have been identified as a primary administrator of an athletic training service that provides significant support to a Division I-A, elite-level college athletic training room. Your experience and expertise are invaluable to the success of the study and to the advancement of knowledge for aspiring intercollegiate athletic training professionals. Given your unique perspective, I would like to invite you to participate in a survey and telephone interview to explore your perception about the marketing aspect of the athletic training field. You may need approximately 20 minutes to complete the online survey.

If you will participate in an optional telephone interview, please sign and return this consent form in the enclosed business reply envelope. You will be scheduled to participate in a tape-recorded interview that lasts approximately 30 minutes. Prior to this interview, you will have an opportunity to formulate responses to the interview questions attached to the back of the consent form. Your participation in this study is strictly voluntary. You may decline to participate without penalty. Even if you decide to participate, you may withdraw from the study at any time without penalty and without loss of benefits to which you are otherwise entitled.

Any information provided by participants in this study will be kept strictly confidential. All tapes and questionnaires will be locked in a file cabinet in the office of my faculty advisor. Once data analysis is completed, all data will be destroyed.

_____Participant's initials

CONTACT INFORMATION

If you have questions at any time about this study or the procedures, you may contact the researcher, Masaru Ito, at (865) 604-7402, or his advisor, Dr. Rob L Hardin, at (865) 974-1281. If you have questions about your rights as a participant, please contact Research Compliance Services of the Office of Research at The University of Tennessee, at (865) 974-3466.

CONSENT

I have read the above information, and agree to participate in **an online questionnaire/a tape-recorded interview** (*circle one or both*).

Participant's Name (print)_____Date_____

Participant's signature_____

Investigator's signature _____ Date _____

Please mail this original signed form in the enclosed business reply envelope.

Please retain the other signed consent form for your files.

****** If you return this consent form without circling either "questionnaire or "interview", you will not be able to participate in this study.***

ATHLETIC TRAINING MARKETING SURVEY

Demographic

- 1 Division Status (based on NCAA)
 - 1.1 Division I-A
 - 1.2 Division I-AA
 - 1.3 Division I-AA with one Division I-A sport
 - 1.4 Division II
 - 1.5 Division II with one Division I-AA sport
 - 1.6 Division III
 - 1.7 Division III with one Division II sport
- 2 If a sport has a different division status, please indicate that sport
 - 2.1 Football
 - 2.2 Basketball
 - 2.3 Field and Track
 - 2.4 Baseball
 - 2.5 Other
 - 2.6 None of the sport has a different status
- 3 Type of institution
 - 3.1 Private
 - 3.2 Public
- 4 Number of total student athletes (female and male combined)
- 5 Athletic training (AT) budget allocated by the athletic department in 2003-2004
(general budget)**
- 6 The amount of funds available outside of the athletic department allocated budget for 2003-2004.
- 7 Choose the top 2 revenue sources other than ****general budget**
 - 7.1 Donation
 - 7.2 Fundraising
 - 7.3 Sponsorship
 - 7.4 Other, please state
- 8 Check the top 5 tangible and intangible benefits from athletic department sponsorships.
 - 8.1 None

- 8.2 Monetary/Financial
 - 8.3 Supplies
 - 8.4 Apparel
 - 8.5 Equipment
 - 8.6 Trade out
 - 8.7 Beverage/Food
 - 8.8 Discounts on medical care cost
 - 8.9 Media (news paper, local television, and radio station)
 - 8.10 Volunteered service (Dr visits training room)
 - 8.11 Other, please state
- 9 Which of above gives you the most benefit for the athletic training budget?
- 10 Check the top 5 tangible and intangible benefits from ****exclusive** sponsorships utilized in your AT program. ****Exclusive sponsorship** refers to the fact that only Athletic Training receives tangible/intangible benefits.
- 10.1 None
 - 10.2 Monetary/Financial
 - 10.3 Supplies
 - 10.4 Apparel
 - 10.5 Equipment
 - 10.6 Trade out
 - 10.7 Beverage/Food
 - 10.8 Discounts on medical care cost
 - 10.9 Media (news paper, local television, and radio station)
 - 10.10 Value In-Kind (Drs' visits):
 - 10.11 Other, please state
- 11 Which of above gives you the most benefit for the athletic training budget?
- 12 Check the level of desire for sponsorship in the following categories.
- 12.1 Monetary/Financial
 - 12.2 Supplies
 - 12.3 Apparel
 - 12.4 Equipment
 - 12.5 Beverage/Food
 - 12.6 Media (news paper, local television, and radio station)
 - 12.7 Value In-Kind (Drs' visits)
 - 12.8 Discounts on medical care cost

- 12.9 Other, please state
- 12.10 No sponsorship
- 13 If you had more finance, check the level of desire in how to distribute money in the following categories.
 - 13.1 Capital equipment
 - 13.2 Perishable/Expendable supplies
 - 13.3 Apparel
 - 13.4 Maintenance/Repair
 - 13.5 Hire contracted ATC
 - 13.6 Hire contracted graduate assistant
 - 13.7 Medical care cost
 - 13.8 Professional expenditure (annual membership fee, conference fee, CEU, etc)
 - 13.9 Athletic training student expenditure (scholarship, books, conference fee, etc)
 - 13.10 Other, please state
- 14 How many local/national community events or activities has your program been affiliated with in the past two years?
- 15 How many times have you conducted/participated in fundraising in order to generate funds for your AT program in the past two years?

For question 16-18, if you do not currently have sponsorship, please choose “no sponsorship.”

- 16 What do you give your sponsors in return? (Check all that apply.)
 - 16.1 Tickets
 - 16.2 Apparel gear
 - 16.3 Sponsorship visibility
 - 16.4 Value in-kind
 - 16.5 Naming right
 - 16.6 No sponsorship
 - 16.7 Other, please state
- 17 What percentage of your AT sponsorships is initiated by sponsoring companies/organizations?
- 18 How many times do you contact your AT sponsors annually?
- 19 What activities, promotion, education, etc did your AT program do during National Athletic Training Month last March?

- 20 Are you allowed to seek AT sponsorship at your own discretion?
- 21 Are you interested in establishing a sponsorship within your AT program?
- 22 Who have you talked to about planning an AT sponsorship opportunity? (Check all that apply.)
 - 22.1 Never talked to anybody
 - 22.2 Never talked to anybody, but I have planned a proposal before
 - 22.3 Athletic Director
 - 22.4 Marketing personnel in Athletic Department
 - 22.5 Marketing consultant
 - 22.6 Development personnel
 - 22.7 Other, please state
- 23 What percentage of your time is used to market your AT program?
- 24 Would you like to hire an outside marketing professional to develop sponsorship opportunities?
- 25 Which type of database does your AT program have access to?
 - 25.1 None
 - 25.2 Alumni student athletes
 - 25.3 Alumni athletic trainer students
 - 25.4 Former staffs
 - 25.5 Donors
 - 25.6 Fundraising
 - 25.7 Athletic training events/activities
 - 25.8 Other, please state
- 26 Is there an Athletic Training Association/Organization in your local community that supports your AT program?
- 27 How many public/national non-athletic training related organizations/charities are affiliated with your AT program?
- 28 What are the barrier(s) associated with seeking potential sponsorships in your AT program?
- 29 How would you offset these barriers?
- 30 What is the one word describes the image of your AT program?
- 31 In your opinion, what sets your AT program apart from other AT programs?

Thank you so much for taking time out in your busy schedule to participate in this survey. I truly appreciate your time and participation in this study. The given

information will be a great source for marketing the future potential sponsorships in the field of athletic training. If you have any questions, please feel free to contact me any time.

Sincerely,

Masaru Ito, ATC
University of Tennessee
Graduate Assistant Athletic Trainer
Degree in Sports Management (concentration in Sport Marketing)
117 Stokely Athletics Center
University of Tennessee Knoxville, TN 37996
mito@utk.edu

INFORMATIONAL SECTION

If you would like to receive the results of this survey, please fill in following information and click the “send form” button at bottom of the page. The results will be sent by April 2005. Any information provided by participants in this study will be kept strictly confidential and used only for shipping purposes.

Name:

Institution:

Telephone:

Address:

City:

State:

Email:

Would like to participate in a telephone interview?

No

Yes: please complete the information section above***.

***Since the interviewees are randomly selected, please be informed that you are not guaranteed to be selected for an interview by completing the information section above.

Interview Questions

Interview Questions

- 1 What opportunity for sponsorship do you have as an athletic trainer?
- 2 Why do sponsors want to affiliate with your AT program?
- 3 How do you improve/maintain good relationships with existing sponsors?
- 4 What have you done to explore the relationships with potential sponsors?
- 5 How do you promote your AT program to the community?
- 6 Why/Why not have you talked to professionals about the possibility of sponsorship within the AT program?

Directions for the online survey

Thank you for participating in this study. Your experience and expertise are invaluable to the success of this study and to the advancement of knowledge for aspiring professionals throughout college athletics. You may need approximately 20 minutes to complete the online survey. Please take a moment to read following directions.

1. Please visit <http://surveys.utk.edu/mito/survey/index> for the online survey.
2. Click the “next page” button at the bottom the first page to begin the survey.
3. After completing the questionnaire, please click the “Send answers” button at the bottom of the last page.
4. If you wish to receive the results of this study, there is a hyperlink available at the bottom of the last page. Please fill in all required information and click the “send form” button to send it to the researcher. Information provided will be kept strictly confidential and used only for shipping purposes. The results will be sent by April 2005.

The First Remainder

Data

Name

Address

Institution Name

This is the reminder for the Athletic Training Marketing Survey. You may need approximately 20 minutes to complete the online survey. If you have already participated in the survey, thank you so much for your time. Please ignore this letter.

Dear

You have been identified as a primary administrator of an athletic training room that provides significant support to a «Division_Level» intercollegiate athletic training room. Therefore, your experience and expertise are invaluable to the success of the current study and to the advancement of knowledge for aspiring intercollegiate athletic training professionals. Given your unique perspective, I would like to invite you to participate in an online survey and telephone interview to explore your perceptions about the marketing aspect of the field of athletic training.

The purpose of this study is to identify the barriers, avenues, and possibilities for marketing intercollegiate athletic training rooms. In particular, this study will examine potential sources of support for intercollegiate athletic training rooms by addressing the

following research questions:

- A) What are the current trends in sponsorships within intercollegiate athletic training rooms?
- B) What are the market tactics used to substantiate sponsorships in intercollegiate athletic training rooms?
- C) What existing marketing tactics have the greatest potential for growth?
- D) What are some barriers/avenues/possibilities for marketing an intercollegiate athletic training room
- E) How much are needs for intercollegiate athletic training rooms to possess sponsorship?

Findings from this study will provide valuable information for determining the potential of marketing strategies for intercollegiate athletic training rooms, for developing and administrating future marketing plan for intercollegiate athletic training rooms across the nation, and for informing aspiring professionals about the roles and responsibilities of an athletic training marketer. You may need approximately *20 minutes* to complete the online survey. Please visit <http://surveys.utk.edu/mito/survey/index.htm> for the online survey.

If you agree to participate in this study, please return the enclosed *consent form* in the enclosed business reply envelope. You can find all information and forms in the previously sent package. If you would like to participate in an optional telephone interview, you will have an opportunity to formulate responses to questions attached to the consent form. More detailed information about the online survey and telephone

interview is also included in the package. Any information provided by participants in this study will be kept strictly confidential. All tapes and questionnaires will be locked in a file cabinet in the office of my faculty advisor. Once data analysis is complete, all data will be destroyed. If you choose to participate, I will contact you to schedule an interview date.

Thank you so much for considering this request to participate in my research.

Sincerely,

Masaru Ito, ATC
Graduate Assistant Athletic Trainer
Women's Intercollegiate Athletics
University of Tennessee
117 Stokely Athletic Center
Knoxville, TN 37996-3110
mito@utk.edu

The final Remainder

Dear:

This is the final reminder for the Athletic Training Marketing Survey. Your participation is SIGNIFICANTLY valuable to investigate the future marketing possibility in our profession. Please participate in the online survey and the optional telephone interview to explore your perceptions of the marketing within the field of athletic training. You need approximately ***20 minutes*** to complete the online survey.

If you decide to participate in this study, and you need the consent form, please visit at <http://web.utk.edu/~mito/SMATresources.html> for all documents and information about this study. Please sign the consent form for participating in the online survey and the telephone interview, and send it back to the address below or fax it to 865-974-6579 ATTN: Masaru Ito, ATC. **The online survey won't be accessible after Feb 6th**. If you have already participated in the survey, thank you so much for your time. Please ignore this letter.

Masaru Ito, ATC

**Women's Intercollegiate Athletics
University of Tennessee
117 Stokely Athletic Center
Knoxville, TN 37996-3110**

APPENDIX B

SUMMARY OF FIGURES AND TABLES

LIST OF FIGURES

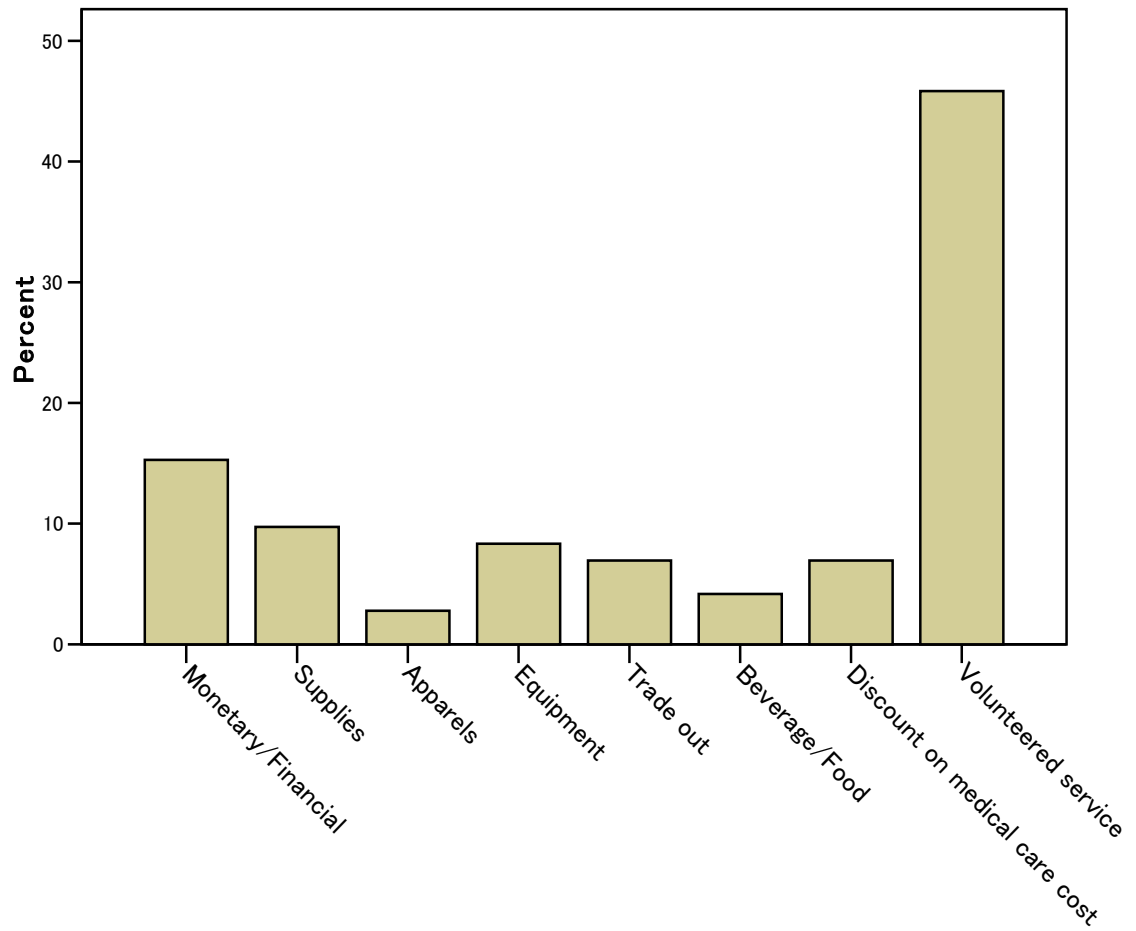


Figure A
The Most Beneficial Category of Tangible and Intangible Benefits to an Athletic Training Room

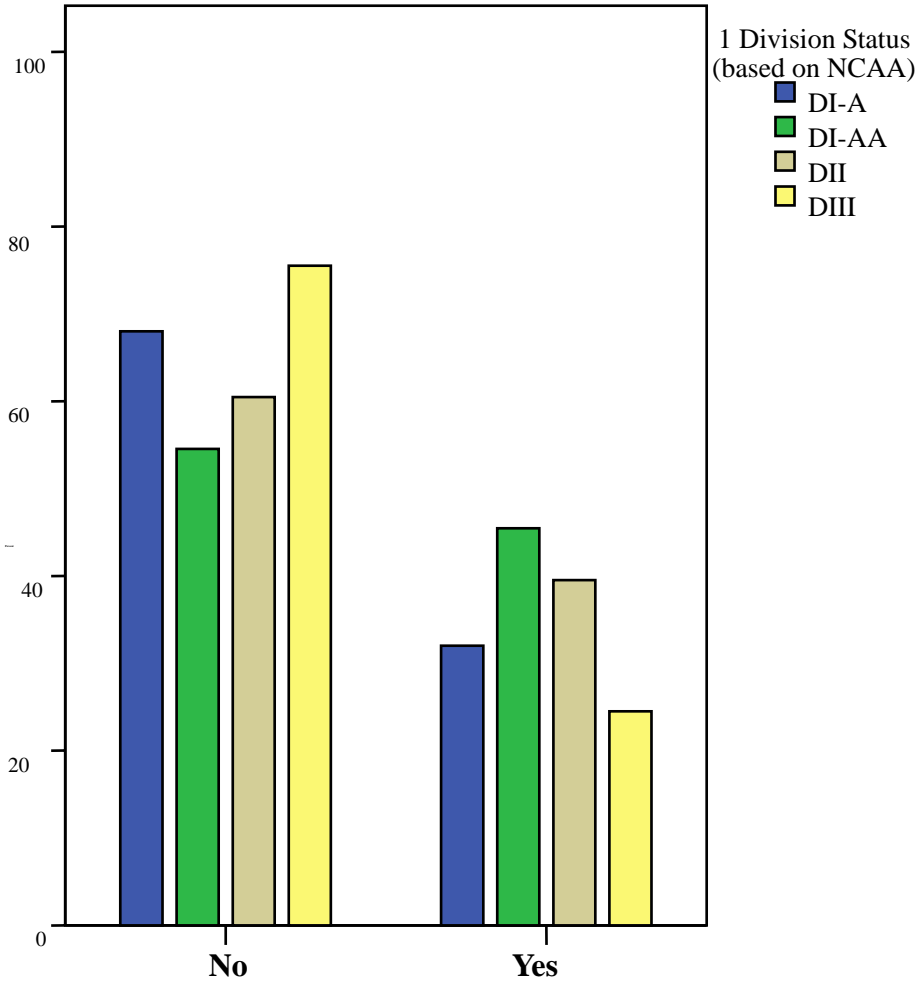


Figure B
Sponsorship Visibility to Sponsors in Return

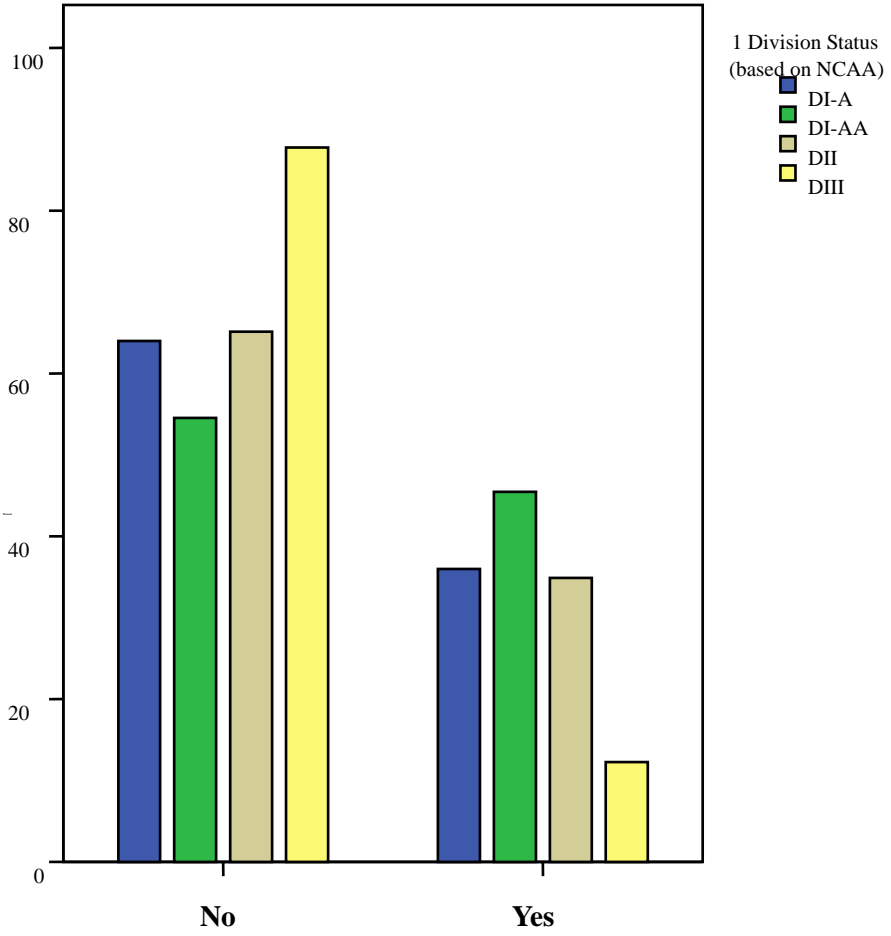


Figure C
Game Tickets to Sponsors in Return

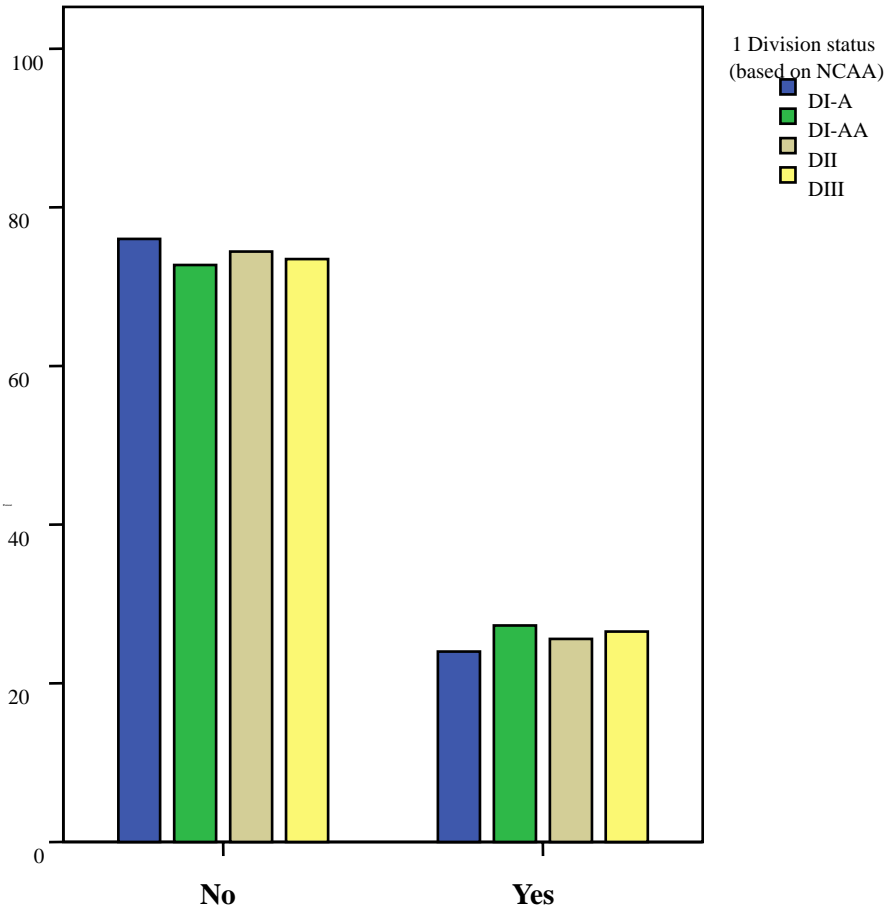


Figure D
Apparel Gear to Sponsors in Return

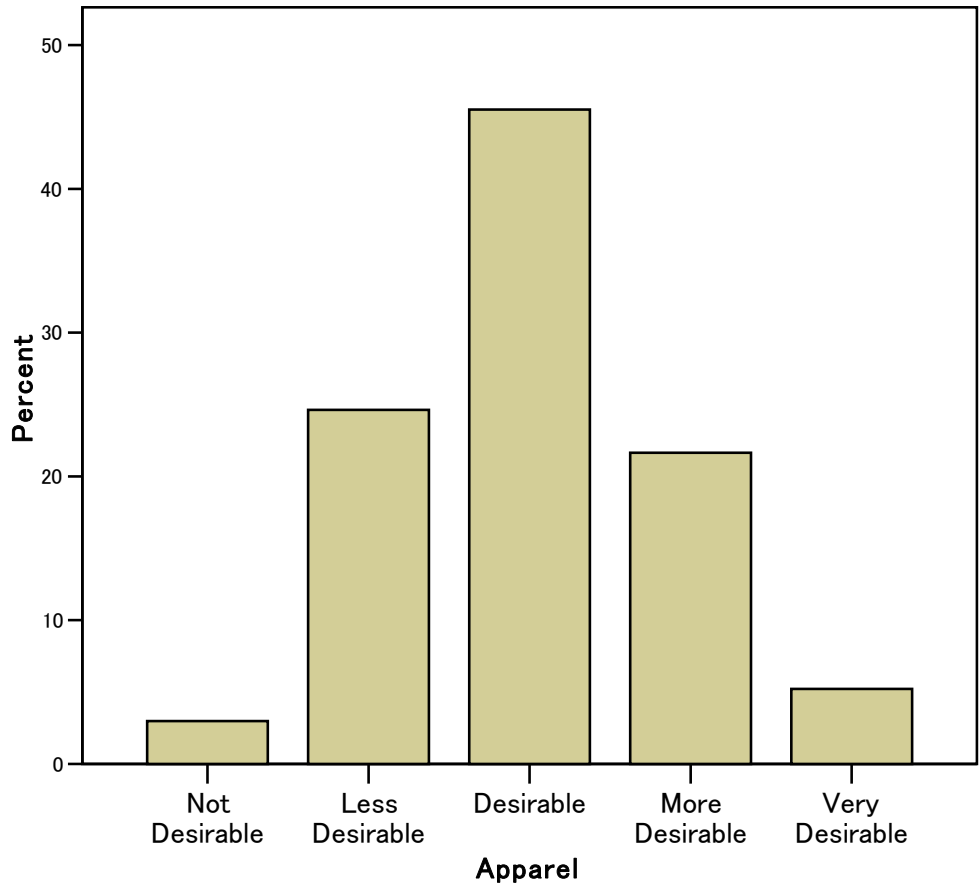


Figure E
The Percentage of Desire to Distribute Money in Apparel

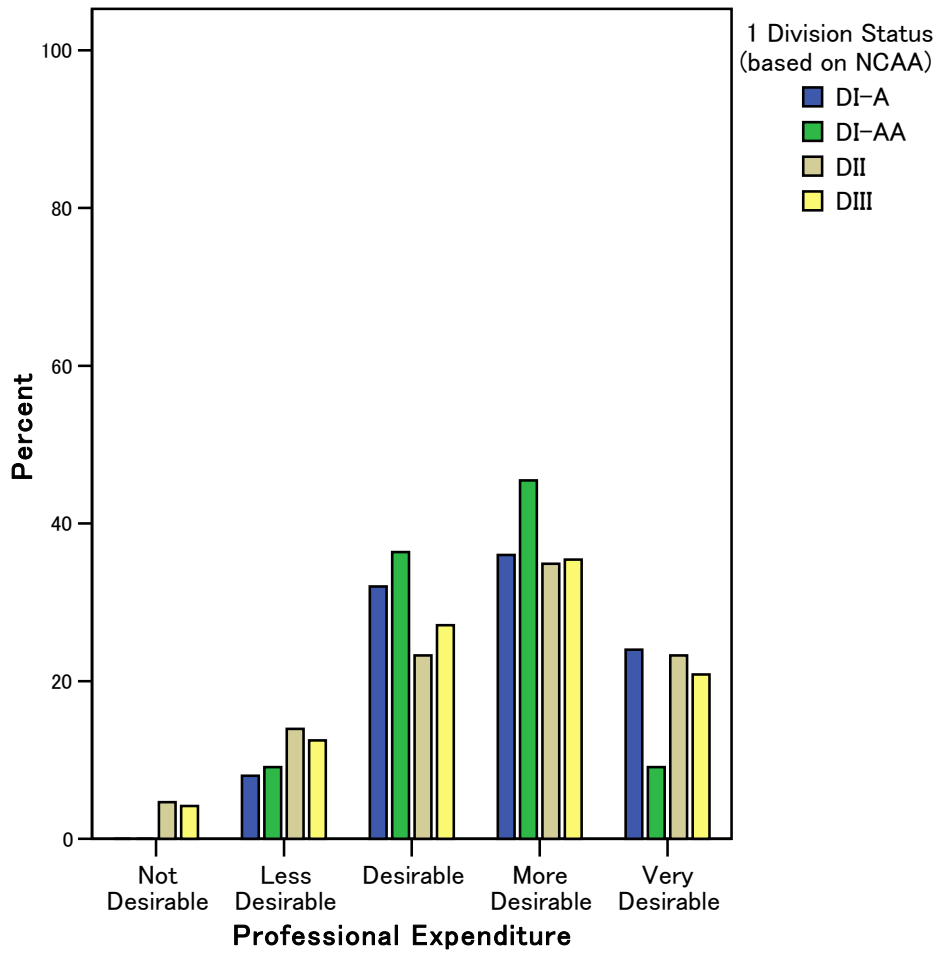


Figure F

The Percentage of Desire to Distribute Money to Professional Expenditure according to Division

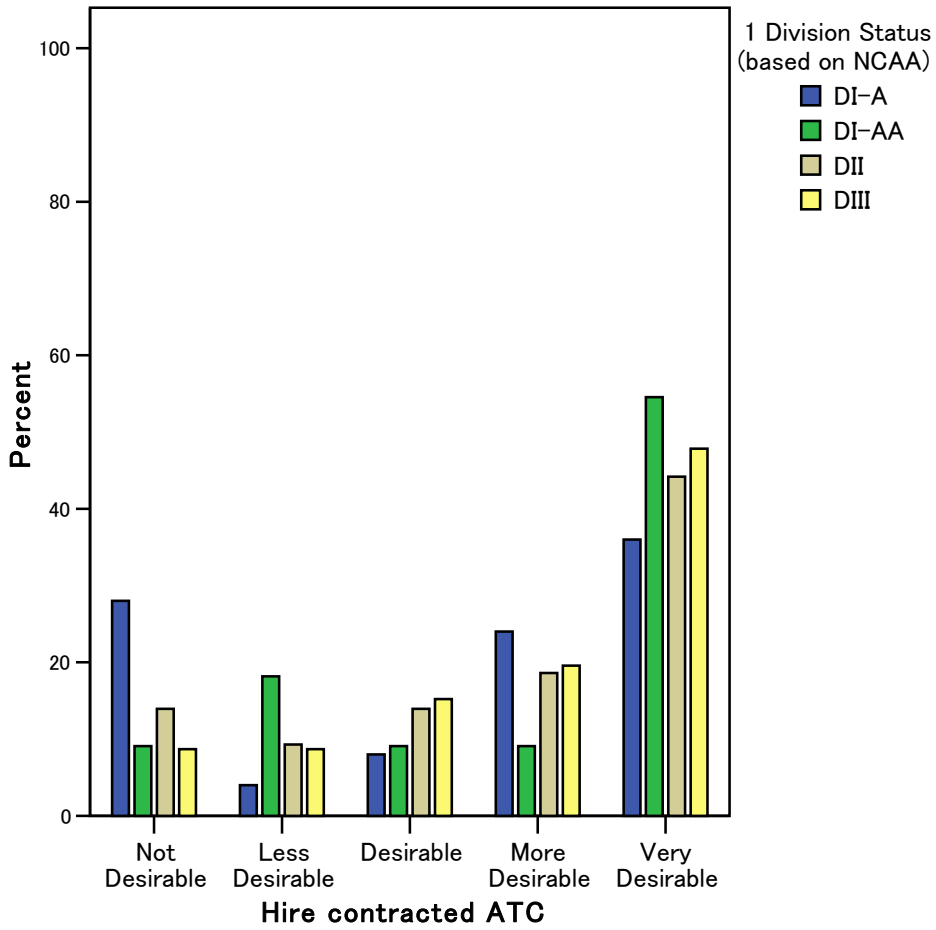


Figure G
The Percentage of Desire to Distribute Money to Hire Contracted ATC according to Division

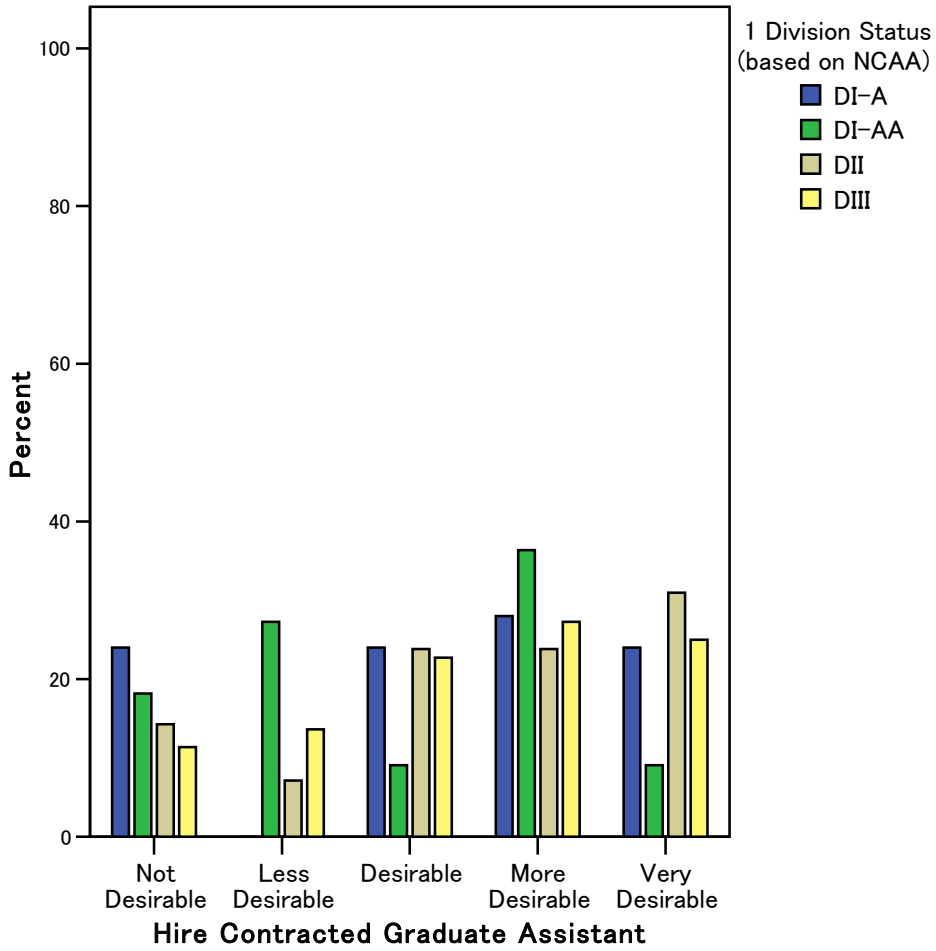


Figure H

The Percentage of Desire to Distribute Money to Hire Contracted Graduate Assistant according to Division

LIST OF TABLES

Table A

The Most Tangible and Intangible Benefits for the Athletic Training Budget

**Which of above gives you the most benefit for the athletic training budget?
* 1 Division status (based on NCAA) Crosstabulation**

			Division status (based on NCAA)				
			DI-A	DI-AA	DII	DIII	Total
Which of above gives you the most benefit for the athletic training budget?	Monetary/Financial	% within Division status (based on NCAA)	6.7%	50.0%	12.5%	13.0%	14.5%
		% of Total	1.4%	4.3%	4.3%	4.3%	14.5%
	Supplies	% within Division status (based on NCAA)	13.3%	.0%	8.3%	13.0%	10.1%
		% of Total	2.9%	.0%	2.9%	4.3%	10.1%
	Apparels	% within Division status (based on NCAA)	6.7%	.0%	4.2%	.0%	2.9%
		% of Total	1.4%	.0%	1.4%	.0%	2.9%
	Equipment	% within Division status (based on NCAA)	6.7%	.0%	8.3%	13.0%	8.7%
		% of Total	1.4%	.0%	2.9%	4.3%	8.7%
	Trade out	% within Division status (based on NCAA)	20.0%	16.7%	.0%	4.3%	7.2%
		% of Total	4.3%	1.4%	.0%	1.4%	7.2%
	Beverage/Food	% within Division status (based on NCAA)	.0%	.0%	.0%	8.7%	4.3%
		% of Total	.0%	.0%	.0%	2.9%	4.3%
	Discount on medical care cost	% within Division status (based on NCAA)	13.3%	.0%	12.5%	.0%	7.2%
		% of Total	2.9%	.0%	4.3%	.0%	7.2%
	Volunteered service	% within Division status (based on NCAA)	33.3%	33.3%	54.2%	47.8%	44.9%
		% of Total	7.2%	2.9%	18.8%	15.9%	44.9%
	Total	% within Division status (based on NCAA)	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	21.7%	8.7%	34.8%	33.3%	100.0%

Table B

Level of Interest in Establishing Sponsorships within Divisions

Are you interested in establishing a sponsorship within your AT program? * Division status (based on NCAA) Crosstabulation

			Division status (based on NCAA)				
			DI-A	DI-AA	DII	DIII	Total
Are you interested in establishing a sponsorship within your AT program?	Yes	% within Division status (based on NCAA)	79.2%	63.6%	81.0%	68.8%	74.8%
	No	% within Division status (based on NCAA)	20.8%	36.4%	19.0%	31.3%	25.2%
Total		% within Division status (based on NCAA)	100.0%	100.0%	100.0%	100.0%	100.0%

Table C

Tangible and Intangible benefits in an Athletic Training Room from Monetary/Financial Sponsorship According to Division

Monetary/Financial * Division status (based on NCAA) Crosstabulation

			Division status (based on NCAA)				
			DI-A	DI-AA	DII	DIII	Total
Monetary/Financial	No	% within Division status (based on NCAA)	96.0%	54.5%	79.1%	81.6%	81.5%
		% of Total	18.5%	4.6%	26.2%	30.8%	81.5%
	Yes	% within Division status (based on NCAA)	4.0%	45.5%	20.9%	18.4%	18.5%
		% of Total	.8%	3.8%	6.9%	6.9%	18.5%
Total		% within Division status (based on NCAA)	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	19.2%	8.5%	33.1%	37.7%	100.0%

Table D
Tangible and Intangible benefits in an Athletic Training Room from Supplies Sponsorship according to Division

Supplies * Division status (based on NCAA) Crosstabulation			Division status (based on NCAA)				
			DI-A	DI-AA	DII	DIII	Total
Supplies	No	% within Division status (based on NCAA)	68.0%	90.9%	67.4%	73.5%	72.3%
		% of Total	13.1%	7.7%	22.3%	27.7%	72.3%
	Yes	% within Division status (based on NCAA)	32.0%	9.1%	32.6%	26.5%	27.7%
		% of Total	6.2%	.8%	10.8%	10.0%	27.7%
Total	% within Division status (based on NCAA)		100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		19.2%	8.5%	33.1%	37.7%	100.0%

Table E
Tangible and Intangible benefits in an Athletic Training Room from Apparel Sponsorship according to Division

Apparel * Division status (based on NCAA) Crosstabulation			Division status (based on NCAA)				
			DI-A	DI-AA	DII	DIII	Total
Apparel	No	% within Division status (based on NCAA)	80.0%	90.9%	79.1%	95.9%	86.9%
		% of Total	15.4%	7.7%	26.2%	36.2%	86.9%
	Yes	% within Division status (based on NCAA)	20.0%	9.1%	20.9%	4.1%	13.1%
		% of Total	3.8%	.8%	6.9%	1.5%	13.1%
Total	% within Division status (based on NCAA)		100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		19.2%	8.5%	33.1%	37.7%	100.0%

Table F
Tangible and Intangible benefits in an Athletic Training Room from Equipment Sponsorship according to Division

			Equipment * Division status (based on NCAA) Crosstabulation				
			Division status (based on NCAA)				
			DI-A	DI-AA	DII	DIII	Total
Equipment	No	% within Division status (based on NCAA)	76.0%	90.9%	74.4%	83.7%	80.0%
		% of Total	14.6%	7.7%	24.6%	31.5%	80.0%
	Yes	% within Division status (based on NCAA)	24.0%	9.1%	25.6%	16.3%	20.0%
		% of Total	4.6%	.8%	8.5%	6.2%	20.0%
Total	% within Division status (based on NCAA)		100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		19.2%	8.5%	33.1%	37.7%	100.0%

Table G
Tangible and Intangible benefits in an Athletic Training Room from Trade out Sponsorship according to Division

			Trade out * Division status (based on NCAA) Crosstabulation				
			Division status (based on NCAA)				
			DI-A	DI-AA	DII	DIII	Total
Trade out	No	% within Division status (based on NCAA)	76.0%	81.8%	88.4%	93.9%	87.7%
		% of Total	14.6%	6.9%	29.2%	35.4%	87.7%
	Yes	% within Division status (based on NCAA)	24.0%	18.2%	11.6%	6.1%	12.3%
		% of Total	4.6%	1.5%	3.8%	2.3%	12.3%
Total	% within Division status (based on NCAA)		100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		19.2%	8.5%	33.1%	37.7%	100.0%

Table H
Tangible and Intangible benefits in an Athletic Training Room from Beverage/Food Sponsorship according to Division

			Beverage/Food * Division status (based on NCAA) Crosstabulation				
			Division status (based on NCAA)				
			DI-A	DI-AA	DII	DIII	Total
Beverage /Food	No	% within Division status (based on NCAA)	92.0%	90.9%	97.7%	93.9%	93.8%
		% of Total	17.7%	7.7%	32.3%	35.4%	93.8%
	Yes	% within Division status (based on NCAA)	8.0%	9.1%	2.3%	6.1%	6.2%
		% of Total	1.5%	.8%	.8%	2.3%	6.2%
Total	% within Division status (based on NCAA)		100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		19.2%	8.5%	33.1%	37.7%	100.0%

Table I
Tangible and Intangible benefits in an Athletic Training Room from Discounts on Medical Care Cost Sponsorship according to Division

			Discounts on medical care cost * Division status (based on NCAA) Crosstabulation				
			Division status (based on NCAA)				
			DI-A	DI-AA	DII	DIII	Total
Discounts on medical care cost	No	% within Division status (based on NCAA)	80.0%	72.7%	86.0%	85.7%	83.8%
		% of Total	15.4%	6.2%	28.5%	32.3%	83.8%
	Yes	% within Division status (based on NCAA)	20.0%	27.3%	14.0%	14.3%	16.2%
		% of Total	3.8%	2.3%	4.6%	5.4%	16.2%
Total	% within Division status (based on NCAA)		100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		19.2%	8.5%	33.1%	37.7%	100.0%

Table J**Tangible and Intangible benefits in an Athletic Training Room from Media Sponsorship according to Division**

Media (news paper, local TV, & radio station) * Division status (based on NCAA) Crosstabulation			Division status (based on NCAA)				
			DI-A	DI-AA	DII	DIII	Total
Media (news paper, local TV, & radio station)	No	% within Division status (based on NCAA)	100.0%	100.0%	95.3%	100.0%	98.5%
		% of Total	19.2%	8.5%	31.5%	37.7%	98.5%
	Yes	% within Division status (based on NCAA)	.0%	.0%	4.7%	.0%	1.5%
		% of Total	.0%	.0%	1.5%	.0%	1.5%
Total	% within Division status (based on NCAA)	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	19.2%	8.5%	33.1%	37.7%	100.0%	

Table K**Tangible and Intangible benefits in an Athletic Training Room from Volunteer Services Sponsorship according to Division**

Volunteered service * Division status (based on NCAA) Crosstabulation			Division status (based on NCAA)				
			DI-A	DI-AA	DII	DIII	Total
Volunteered service (Dr visits training room)	No	% within Division status (based on NCAA)	56.0%	63.6%	58.1%	63.3%	60.8%
		% of Total	10.8%	5.4%	19.2%	23.8%	60.8%
	Yes	% within Division status (based on NCAA)	44.0%	36.4%	41.9%	36.7%	39.2%
		% of Total	8.5%	3.1%	13.8%	13.8%	39.2%
Total	% within Division status (based on NCAA)	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	19.2%	8.5%	33.1%	37.7%	100.0%	

Table L

The Amount of Funds Available Outside of the General Budget for 2003~2004 According to Division

The amount of funds available outside of the general budget for 2003-2004 is * Division status (based on NCAA) Crosstabulation

		Division status (based on NCAA)					Total
		DI-A	DI-AA	DII	DIII		
The amount of funds available outside of the general budget for 2003-2004 is	None	% within Division status (based on NCAA)	40.0%	50.0%	60.5%	55.1%	54.3%
		% of Total	7.8%	3.9%	20.2%	20.9%	54.3%
	\$1~\$999	% within Division status (based on NCAA)	8.0%	20.0%	16.3%	14.3%	14.0%
		% of Total	1.6%	1.6%	5.4%	5.4%	14.0%
	\$1,000~\$4,999	% within Division status (based on NCAA)	32.0%	.0%	7.0%	18.4%	15.5%
		% of Total	6.2%	.0%	2.3%	7.0%	15.5%
	\$5,000~\$9,999	% within Division status (based on NCAA)	4.0%	10.0%	7.0%	4.1%	5.4%
		% of Total	.8%	.8%	2.3%	1.6%	5.4%
	\$10,000~14,999	% within Division status (based on NCAA)	4.0%	10.0%	2.3%	.0%	2.3%
		% of Total	.8%	.8%	.8%	.0%	2.3%
	\$15,000 or greater	% within Division status (based on NCAA)	12.0%	10.0%	7.0%	8.2%	8.5%
		% of Total	2.3%	.8%	2.3%	3.1%	8.5%
	Total	% within Division status (based on NCAA)	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	19.4%	7.8%	33.3%	38.0%	100.0%

Table M

The Primary Resource Outside of the General Budget According to Division

The primary revenue resource is * Division status (based on NCAA) Crosstabulation

			Division status (based on NCAA)				
			DI-A	DI-AA	DII	DIII	Total
The primary revenue resource is	No Resource	% within Division status (based on NCAA)	.0%	.0%	3.1%	.0%	1.0%
		% of Total	.0%	.0%	1.0%	.0%	1.0%
	Donation	% within Division status (based on NCAA)	60.0%	71.4%	53.1%	44.4%	52.1%
		% of Total	12.5%	5.2%	17.7%	16.7%	52.1%
	Fundraising	% within Division status (based on NCAA)	10.0%	14.3%	25.0%	27.8%	22.9%
		% of Total	2.1%	1.0%	8.3%	10.4%	22.9%
	Sponsorship	% within Division status (based on NCAA)	20.0%	14.3%	15.6%	8.3%	13.5%
		% of Total	4.2%	1.0%	5.2%	3.1%	13.5%
	Other	% within Division status (based on NCAA)	10.0%	.0%	3.1%	19.4%	10.4%
		% of Total	2.1%	.0%	1.0%	7.3%	10.4%
	Total	% within Division status (based on NCAA)	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	20.8%	7.3%	33.3%	37.5%	100.0%

Table N

The Secondary Resource Outside of the General Budget According to Division

The secondary revenue resource is * Division status (based on NCAA) Crosstabulation

			Division status (based on NCAA)				
			DI-A	DI-AA	DII	DIII	Total
The secondary revenue resource is	Donation	% within Division status (based on NCAA)	13.3%	33.3%	24.0%	53.8%	34.2%
		% of Total	2.7%	2.7%	8.2%	19.2%	34.2%
	Fundraising	% within Division status (based on NCAA)	46.7%	33.3%	40.0%	34.6%	38.4%
		% of Total	9.6%	2.7%	13.7%	12.3%	38.4%
	Sponsorship	% within Division status (based on NCAA)	26.7%	33.3%	28.0%	.0%	17.8%
		% of Total	5.5%	2.7%	9.6%	.0%	17.8%
	Other	% within Division status (based on NCAA)	13.3%	.0%	8.0%	11.5%	9.6%
		% of Total	2.7%	.0%	2.7%	4.1%	9.6%
Total	% within Division status (based on NCAA)		100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		20.5%	8.2%	34.2%	35.6%	100.0%

VITA

The primary researcher, Masaru Ito, was born in Tokyo, Japan. He started to play many sports since he was in his early age. Among many sports, soccer was his most favorite sport since he was twelve years old. After he finished a high school in Tokyo, he joined a semi-professional soccer team for almost two years.

His interest toward the field of athletic training was initially developed when he was in a high school. Since he developed a back pain during high school years, he started to wonder how to treat it better. Eventually, this lower back problem was diagnosed as a herniated disc which ended his semi-professional soccer career. When he suffered from the lower back pain, he consulted many medical professionals in Tokyo. The field of athletic training was not fully introduced that time; therefore, none of medical professional he consulted knows how to manage his condition without ending his career. After many visits to various places, Masaru was referred to an individual who was called, "Trainer" by intercollegiate student-athletes. This "trainer" worked for a university with many highly competitive sports. After this trainer evaluated Masaru's lower back, he suggested some core and back exercises to stabilize spines in order to minimize back pain. This idea was absolutely inspiring. Even though these exercises were very standard nowadays, nobody in Japan suggested Masaru that time.

After Masaru finished his semi-professional career, he knew what he wanted to do. He wanted to be a trainer. He began to seek how to become a trainer. He found the NATA website which eventually brought him to the United State. He became a certified athletic trainer after he earned his bachelor degree in Sport Medicine from Eastern Washington University, WA. Masaru stated, "A dream becomes a goal since the

moment you begin to make it come true.” He is looking into another goal which he wants to be a part of developing strong organization to support an athletic training profession in Japan. During this study, he discovered and learned various aspects of an athletic training profession in the United State. He strongly believed that findings from this study will financially strengthen Japanese athletic trainers in many aspects.