The Organizational Culture of Learfield Sports Properties

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ABSTRACT

BLYTHE WORLEY: The Organizational Culture of Learfield Sports Properties
(Under the direction of Richard Southall)

The purpose of this study was to determine the organizational cultural profile of Learfield Sports and, to see if there were any statistically significant relationships between expressed organizational cultural type and gender of the respondents and expressed cultural type and the athletic department's longevity with the sport-marketing property. This study involved 71 general managers and account executives of the outsourced sports marketing firms associated with Learfield Sports.

Participants were surveyed via Survey Monkey using the Organizational Culture Assessment Inventory (OCAI). The instrument was researched and developed by Kim S. Cameron and Robert E. Quinn to diagnose an organization's culture using six different cultural dimensions.

The statistical package SPSS was used to develop descriptive statistics and frequencies to describe the main characteristics of the sample and to develop organizational-culture profiles. Developed statistics were interpreted using the OCAI to produce an overall organizational culture profile that assesses the six CVF dimensions. After categorization, and in order to answer the posed research questions, a series of chi-square analyses were conducted in order to determine if there was a significant relationship (α .05) between expressed culture type and general managers' gender, as well as the outsourced marketing firms' longevity with the associated university. There were no significant findings.

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CHAPTER ONE

INTRODUCTION

The cost of running a Division I intercollegiate athletic department does not come cheaply. In order to remain competitive, schools feel that they must continue to spend on upgrading practice facilities, improving stadiums by adding additional and premium seating options, and building new sports complexes with modern locker rooms, weight rooms, training rooms, meeting rooms, and offices (Adelson, 2009). The most recent National Collegiate Athletic Association (NCAA) report to detail spending in Division I athletics provides supporting evidence of increased athletic expenditures. From 2004 to 2007, Football Bowl Subdivision (FBS) programs increased their operating budgets by an average of eleven percent each year (Fulks, 2008). In 2006, only nineteen FBS NCAA institutions made more money than they spent (Fulks). In addition, only six programs that have had profitable years have been able replicate this for five years in a row (Fulks). The average net operating deficit among FBS schools was $8.9 million in 2006, which is twenty five percent higher than the figure recorded in 2004 (Fulks). With the most recent economic downturn and reduced budgets, intercollegiate athletic departments are being forced to take a closer look at their bottom line and find new means to increase financial resources (Wieberg and Berkowitz, 2009).

Athletic departments are among the largest financially-equipped elements on campus (Adelson, 2009). However, the median FBS athletic-department's expenses represent only approximately five percent of total institutional expenses (Fulks 2008). While they generate revenue on their own from ticket sales, radio and television receipts, donor contributions, and guarantees, most athletic departments also receive revenue through university allocations (Wieberg and Berkowitz, 2009). These include money from student fees, direct institutional support from the general college fund, indirect institutional support to cover utilities, maintenance, and support salaries, and receipts of funds from state and local government agencies that are designated for athletics (Brown, 2008).

While revenue from these different sources has continued to increase, expenses continue to increase at a faster rate (Fulks, 2008). The average pay for head football coaches has now exceeded one million dollars (Budig, 2008). Elite head coaches such as Nick Saban, Pete Carroll, Urban Meyer, and Charlie Weis make close to four million dollars a year (Limon, 2009). This salary escalation has filtered down to assistant coaches' salaries. Most recently, Will Muschamp, defensive coordinator at Texas, received a raise that placed his salary at $900,000 a year (Budig). At the University of Tennessee, assistant coaches for football make a combined $3.325 million a year. This equates to an average salary of $554,000 per coach, which is approximately $150,000 more per coach than its nearest competitor (Mandel, 2009).

In addition to escalating coaching salaries, new practice facilities and facility upgrades, primarily designed as recruiting tools, are also drains on the athletic department balance sheets. The University of Texas spent $90 million to improve its stadium in 1999. Now, only a few years later, Texas is spending an additional $150 million to add 10,000 more seats and 44 suites. Similarly, the University of Michigan is spending $226 million to upgrade Michigan Stadium. This improvement will include the addition of 83 suites and over 3,000 club seats (McCafferty, 2006). While the cost of these facility projects is well known, the actual associated debt athletic programs are assuming is not widely publicized. While the NCAA and the National Association of College and University Business Officers have reportedly collected some data, they are not confident in the accuracy of their findings (Sander & Wolverton, 2009). Interestingly, "neither of the largest credit-rating agencies, Standard and Poor's and Moody's Investor Services, tracks colleges' athletics-related debt" (Sander and Wolverton).

In reality, college sport today is a highly market-driven enterprise, with men's basketball and football the primary drivers. According to the NCAA's latest financial report (2006), the median Football Bowl Subdivision (FBS) football program generated approximately $10.6 million in revenue, while men's basketball programs generated about $4 million in revenue. From 2004 to 2006, FBS athletic department revenues were up sixteen percent and between 50-60% of FBS football and men's basketball programs reported a surplus (Brown, 2008). Most recently, however, these growing revenues have been offset by rapidly increasing expenses.

Some seemingly extravagant university athletic-department spending exemplifies this trend. In 2007, The Ohio State University paid $75,000 for a hockey treadmill, $20 million for a swim facility, and $65,000 for their basketball coach to fly on a private jet (Weinbach, 2007). The University of Texas spent $152,585 for Powerbars and Gatorade for their athletes (Weinbach, 2007). Based on reported athletic department revenues and surpluses, one might think this type of spending is justified; however, there is a disturbing financial trend in college athletics today. Even with increased revenue from television contracts, growing ticket sales, and large contributions from donors, athletic departments still struggle to turn a profit and are turning to their universities for more and more institutional support. According to a

2008 NCAA report, without factoring in university subsidies, only nineteen athletic departments reported a profit (Fulks, 2008). In addition, an increasing percent of athletic department "revenues" come from institutional subsidies. In 2004, only 19% of athletic departments' revenues came from institutional subsidies. By 2006 the percent of such revenue rose to 26%. In addition, in 2006 of the ninety-nine athletic departments that reported a deficit, the average shortfall was more than $8.9 million (Berkowitz, 2008).

With rapidly rising expenditures, schools are struggling to maintain their athletic programs. These factors have combined to motivate college athletic departments to maximize profits. In order to do this, schools must develop additional sources of revenue and ultimately, become more commercialized (Burden and Li, 2003). There are many different trends in college sports that demonstrate this commercialization. The sale of property rights can be an especially profitable business for colleges. Currently, universities sell television and radio rights, stadium boxes, seat licenses, naming rights, and corporate advertising to help generate revenue. The University of Minnesota sold the naming rights of its new football stadium to TCF Bank for $35 million. The University of Louisville receives $7 million for broadcasting rights to football and basketball (McCafferty, 2006). The Southeastern Conference just signed a fifteen year deal with ESPN (Entertainment and Sports Programming Network) that will pay the league $2.25 billion (Berkowitz, 2008). Athletic departments are also pursuing a premium seating option by expanding stadiums and adding luxury suites and skyboxes that can sell for over $100,000 (Budig, 2008).

Schools are becoming increasingly creative in developing plans to maximize resources and seek new revenues. One of the most current developments in the college industry is the use of outsourcing for internal marketing departments. Outsourcing is defined as “the transferring of an internal business function or functions, plus any associated assets, to an external supplier or service provider who offers a defined service for a specified period of time, at an agreed but probably qualified price” (Heywood 2001, p. 27). Outsourcing allows a marketing agency outside of the athletic department to take over radio, multimedia, signage, printed game-day promotions, hospitality, and titleship rights. In exchange, the outsourcing firm provides a guarantee that exceeds the amount of money the in-house staff can generate (McKindra, 2005). Although outsourcing can be financially lucrative, there are also some potential pitfalls.

Establishing a relationship with an outside marketing firm can make it difficult to maintain a balance between the educational institution’s overall mission and the revenue generation mission of the marketing company because of the perceived effects of increased commercialization. The in-house marketing department works as a link between the outsourced firm, the athletic director, and the university’s best interests. While at the same time, the outsourced firm is working to generate revenue for the university, often through increased means of commercialization. These incongruent priorities can make working relationships between these two entities complex and ultimately, lead to a loss of institutional control if missions aren’t aligned and organizational cultures are incompatible (Driscoll, 2006).

Purpose

The purpose of this study was to determine the organizational cultural profile of intercollegiate outsourced marketing firms associated with Learfield Sports.

Research Questions

In order to determine the organizational culture profile of such marketing firms, this study's research questions included:

1) Which organizational culture type dominates the sampled outsourced marketing properties?
2) What is the strength of the dominant culture type within each sampled sport-marketing property?
3) Is there a significant relationship between expressed organizational cultural type and gender of the respondent?
4) Is there a significant relationship between expressed organizational cultural type and the athletic department's longevity with the sport-marketing property?

Definition of Terms

- Corporate Sponsorship – A company spending money to purchase an inventory item offered by either the outsourced marketing firm, or a college or university.
- Culture Type –The label that denotes each organization's most notable characteristics: clan, adhocracy, market, and hierarchy.
- Guaranteed Income – The amount in dollars an outsource marketing firm contractually agrees to pay the college or university annually.
- In-house marketing group – a group of individuals employed directly by the university and working to promote the best interest of the athletic department, while promoting the school's athletic teams.

- Inventory – The items available for sale to sponsors such as radio commercials, print media, venue signage, internet advertising, etc.
- NCAA – National Collegiate Athletic Association – The major governing body of intercollegiate athletics.
- Organizational Culture – An organization's basic assumptions, values, and orientations.
- Outsourced marketing firm – A marketing firm, independent of the athletic department, granted sales responsibility of radio and television commercials, stadium signage, game promotions, print advertising, and other athletic department inventory.
- Subsidy – Form of financial assistance paid to the athletic department from university funds.

Limitations

The study's limitations include:

- Respondents may not answer questions truthfully.
- Individuals may not be willing to participate and have the option not to return the survey

Delimitations

- This study is limited to schools that have a multi-media rights contract with Learfield Sports. It does not take into account every multi-media rights contract in Division I athletics and will not be a complete representation of the industry.

Assumptions

- Respondents will answer questions truthfully.
- The surveys returned will offer a significant sample and be representative of outsourced marketing firms associated with Learfield sports marketing.

Significance of Study

This study is significant to athletic departments and outsourced marketing firms. Within the last fifteen years, organizational culture has emerged as a relevant topic in sport-management research. Such investigations have focused on the makeup and consequence of organizational culture in an assortment of different sport-related contexts. On-campus recreation departments (Costa & Daprano, 2001; Weese, 1995, 1996), university athletic departments (Scott, 1997; Smart & Wolfe, 2000; Southall, 2000, 2005), fitness companies (MacIntosh & Doherty 2005; Wallace & Weese 1995), and local, state, and national sport organizations (Colyer, 2000; Smith & Shilbury, 2004; Doherty & Chelladurai, 1999) have all been analyzed using various measures of organizational culture. However, there is has never been any research completed on the organizational culture of outsourced marketing firms. This study will fill a void in the academic research addressing this issue and will help to create a baseline organizational profile of an outsourced firm. A better understanding of this organizational culture is paramount to the performance and long-term effectiveness of outsourced marketing firms (MacIntosh & Doherty, 2007).

CHAPTER II

LITERATURE REVIEW

Outsourcing Corporate Sponsorship

Corporate sponsorship has been part of college sport since the first intercollegiate athletic event (Veneziano, 2009). In 1852, Harvard and Yale competed in a rowing regatta on Lake Winnipesauke in New Hampshire, which was promoted and financed by a New England railroad company. The railroad company chose the location - a resort destination - in order to promote its schedule of train trips to the lake. The partnership was a success with around one thousand people attending the event. This event highlights that since the inception of intercollegiate athletics, businesses have known partnering with college sports can be a lucrative marketing tool. As a result, the partnering of commercial interests and college sport has continued, unabated, into the 21st Century (Johnson, 2002).

For the past several decades, college athletic departments have brokered TV and radio deals with local affiliates to broadcast games and sell advertisements (McCarthy, 2006). However, in the past ten years as athletic departments have faced rising costs, many colleges and universities have begun to outsource their marketing (Johnson, 2005). In such arrangements, the outsourced marketing group pays the athletic department a guaranteed annual rights fee for the right to sell advertising and sponsorship inventory. In this arrangement the outsourced marketing firm also produces and edits radio broadcasts, call-in shows, and coaches' television shows; produces and manages the school's athletic website;

sells sponsorship rights to corporations for media advertising and venue signage, and controls creative design of ancillary materials, such as game-day programs (Burden and Li, 2002).

In today's NCAA Division-I (DI) marketplace, outsourced marketing has become a common practice. According to Zullo (2005), fifty four out of the surveyed one hundred seventeen DI FBS schools used outsourced marketing or a combination of outsource marketing and in-house marketing. In addition, forty seven of these schools chose outsourced marketing because of guaranteed and additional revenue for their athletics department. There are five major outsource marketing companies: Action Sports Media, ESPN Regional, International Sports Properties (ISP), IMG College, and Learfield Sports (Zullo, 2005).

Learfield Sports was launched in 1975 after being granted the radio rights to athletic events at the University of Missouri. Currently, Learfield employs over two hundred people and manages sponsorship, media, and marketing inventory for nearly fifty university athletic departments. These include: Alabama, Army, Boise State, Bowling Green, Chattanooga, Clemson, Colorado, Fresno State, Idaho, Indiana, Iowa, Iowa State, Kansas State, Louisiana Tech, Maine, Memphis, Miami, Minnesota, Mississippi State, Missouri, Montana, Montana State, Nevada, New Hampshire, New Mexico, North Carolina, Northern Iowa, Oklahoma, Oklahoma State, Oregon State, Penn State, Portland, Purdue, San Diego State, San Jose State, South Carolina, Southern Illinois, Stanford, Texas A&M, Texas Tech, Toledo, Tulsa, Utah State, Wisconsin, Wyoming, and Xavier . It also provides sports programming to over 1,000 radio stations across the country, obtains marketing and corporate partnerships for the Black Coaches and Administrators, and the Big Ten and Western Athletic Conferences. According to information on its website, in order to provide its college-sport partners with venue consulting, naming rights, and marketing research services, Learfield has developed an affiliation with Team Services LLC. Learfield Sports specializes in delivering sponsorship, multi-media and event opportunities to its partners. Their services include: radio, television, signage, marketing, hospitality, promotions, print, internet, rivalry series and anniversary events, and venue naming rights (Learfield Sports, 2009).

While college athletic departments have been utilizing outsourced marketing firms only since the early 1970s, the practice of outsourcing marketing services has been commonplace in the business community for many decades (Essinger & Gay, 2000). Many of the same reasons than an intercollegiate athletics program might choose to outsource align with those of the general business community so parallels can be drawn. There are many advantages associated with outsourcing, but there are also some disadvantages.

Outsourcing can be very beneficial. It allows companies to fill skill gaps, gain additional resources, reduce overhead, maintain cost effectiveness, and focus on core competencies (Williams, 1998). Outsourcing also permits organizations the freedom to utilize its resources to better serve core business activities, such as the mission, purposes, and goals. Most importantly, outsourcing often saves both time and money (Burden and Li, 2005).

Actual advantages for college athletic departments are very similar. According to Zullo (2005), the primary reason schools choose to outsource sports marketing is guaranteed and additional revenue streams and increased staff and salary flexibility. Since large, public school athletic department must often go through a bid process for anything purchased over $5000 and cannot create a commission-based pay structure, outsourcing such operations allows department to access specialized expertise and utilize economy of scale in negotiating contracts with various vendors (Johnson, 2005). Outsourced marketing firms are able to pitch sponsorship opportunities for more than one school to a potential corporate partner. Lastly, outsourcing specific marketing functions allows an athletic department's internal marketing staff to focus more on developing the game-day atmosphere and increasing event attendance (McKindra, 2005).

Although outsourcing allows universities to generate a significant amount of revenue and offers increased flexibility, there are also potential drawbacks. In the general business community, it is estimated that more than 35% of outsourcing deals fail (Essinger and Gay, 2000). These failures may be due to various circumstantial factors, but there are common underlying themes. Outsourcing can lead to potential loss of control, in terms of timeliness and quality of service, because it is difficult to know what is going on in a different office and monitor their performance (Mitzen, 1999). An over-reliance on an outsourcing firm for services can also develop, which can contribute to a loss in internal employees morale (Burden and Li, 2005).

Outsourcing in college athletics can lead to many of the same disadvantages as the general business community experiences. For universities who choose to outsource their marketing, one of the major concerns is loss of control. Rick Thompson, associate athletic director at the University of Kentucky, said, “The biggest thing for athletic departments is to get over the fear of not having control” (Johnson 2005, p. 2). Schools must develop a high level of trust to form a relationship with an outsourced firm. In order to maintain cooperation and insure due diligence between the athletic department and outsourced firm, athletic departments should develop contracts that stipulate sales activities. This can help ensure the outsourced marketing firm is representing the university’s best interest (Johnson, 2005).

Another potential disadvantage is the difficulty in maintaining a balance between the university's mission of higher education and the marketing company's goal of selling sufficient sponsorship agreements to insure a return on investment (ROI). While athletic departments must understand marketing firms are for-profit entities, marketing firms must also recognize an athletic department is part of a university. Ostensibly an athletic department's actions should be aligned with its universities institutional logic (Southall, Nagel, Amis, & Southall; 2008). Consistent with this perspective, athletic departments should practice due diligence in determining the outsourced marketing firm appropriately develops released sponsorship inventory in a manner consistent with the department's and university's mission and goals. Lastly, communication between key personnel, such as the athletic director, and the outsourced firm's general manager and director of marketing, can be a concern. Outsourcing key marketing operations to an entity entirely separate from the university can increase the perception that college athletics is too commercialized (Johnson, 2005). Therefore, maintaining good communication increases accountability (McKindra, 2005).

Organizational Culture

In 1979, Pettigrew coined the phrase "organizational culture" (Pettigrew, 1979). Organizational culture is defined as "the values, beliefs, and basic assumptions that are guided by leaders and shared by employees, and that explain how things are done around here" (MacIntosh, 2007, p. 45). Although organizational culture is a shared understanding of what is valued and expected in an organization, it ultimately starts with the leaders of the firm and filters down (Schein, 1992). The strength of an organization's culture is determined by the extent to which employees accept the company's values. Therefore, a strong organizational culture is one in which organizational values and beliefs are in-synch with organizational goals and clearly understood by members (Kotter, 1996). This situation is ideal. On the other hand, a weak culture occurs when expectations and beliefs are ambiguous and member behavior is guided in a fragmented, unorganized way (Schein, 1999). This type of culture is considered to be harmful to an organization's overall effectiveness (Deal & Kennedy, 1999).

Organizational culture can affect on an organization's stability, performance, and effectiveness (Hofstede, 1990). Organizational culture, whether weak or strong, guides employee actions and their level of commitment, and has been shown to directly impact employee satisfaction and commitment (Lok & Crawford, 1999), turnover rate (MacIntosh & Doherty, 2005), morale, teamwork (Goffee & Jones, 1996), and overall performance (Carmelli & Tishler, 2004). In addition to giving an insight into an organization's workers, organizational culture can also be a predictor of organizational success (MacIntosh & Doherty, 2007). Therefore, an organization's values and beliefs will heavily influence quality of service and overall working environment (Colyer, 2000; Deal & Kennedy, 1999; McAleese & Hargie, 2004).

Organizational Culture Studies in Sport Organizations

Within the last fifteen years, organizational culture has emerged as a relevant topic in sport-management research. Such investigations have focused on the makeup and consequence of organizational culture in an assortment of different sport-related contexts. On-campus recreation departments (Costa & Daprano, 2001; Weese, 1995, 1996), university athletic departments (Scott, 1997; Smart & Wolfe, 2000; Southall, 2000, 2005), fitness companies (MacIntosh & Doherty 2005; Wallace & Weese 1995), and local, state, and national sport organizations (Colyer, 2000; Smith & Shilbury, 2004; Doherty & Chelladurai, 1999) have all been analyzed using various measures of organizational culture.

Kent and Weese (2000) studied the organizational effectiveness, executive leadership and organizational culture within the Ontario Sport and Recreation Centre (OSRC). They found a significant difference between the organizational culture building activities of effective organization members and the organizational culture building activities of ineffective organization members. Their findings support the theory that organizational effectiveness is positively associated with a strong organizational culture. In a similar study, Weese (1995) studied Big Ten and Mid-American Conference university campus recreation departments and assessed the link between transformational leadership and strength of organizational culture. He concluded that high transformational leaders supervise organizations with stronger organizational cultures, which leads to greater worker satisfaction, commitment, retention, and production. In a follow-up study, Weese (1996) analyzed these departments' transformational leadership, organizational culture, and organizational effectiveness and found a significant relationship between organizational culture strength and organizational effectiveness.

Southall (2001) studied the organizational culture perceptions of four intercollegiate athletic departments in the Mountain West Conference. The organizational beliefs of athletic department members were investigated using a multiple-perspective theory of organizational culture. The study found significant differences among sampled male and female athletic coaches and revenue and non-revenue sport coaches in organizational culture perceptions.

Scott (1997) points to organizational culture as a valid concept to use in the management of intercollegiate athletic departments even though it has traditionally been viewed only from a corporate perspective. Studies involving corporate organizations have found that a strong, positive culture leads to success (Hawk, 1995; Moran & Volkwein, 1992). Scott links the implications of organizational culture in the corporate world with those of athletics organizations and offers suggestions to athletic administrators on how to successfully manage organizational culture by developing a strong, positive culture.

Colyer (2000) studied the organizational culture of selected sport associations in Western Australia. The study was the first to use the Competing Values Framework (CVF) in athletically-related organizational culture research to develop cultural profiles for sport organizations. Colyer concluded that developing a competing-values approach could be a useful first step in an organizational diagnosis, and a developed profile can help determine differences in employees' values, identify evidence of subcultures and different cultural dimensions, and determine the level of organizational effectiveness.

Driscoll (2006) studied the working relationships between the in-house and outsourced marketing groups in Division I-A college athletics. With a response rate of 69.2%, forty-five general managers (GMs) and thirty nine senior in-house marketing administrators (SMAs) participated in the study. The firms and universities which these participants worked for were found to be similar in regards to office location, amount of contact, work experience, and pressure. The results found that pressure in the outsourced marketing groups was greater than pressure felt in-house. Overall, Driscoll concluded that GMs and SMAs maintain a healthy relationship because they both sacrifice some of their own goals for the benefit of the working relationship as a whole.

A Competing-Values Model of Organizational Culture

The CVF was developed by Quinn and Rohrbaugh in 1983 to determine indicators of organizational effectiveness and future success by comparing one culture to another. The Organizational Culture Assessment Instrument (OCAI) was developed by Cameron and Quinn to diagnose an organization's culture, and it is based on CVF fundamentals. The OCAI uses six dimensions to predict an organization's culture: A) dominant characteristics, B) organizational leadership, C) management of employees, D) organization glue, E) strategic emphases, and F) criteria of success (Cameron and Quinn, 2006).

Use of the OCAI allows results to be plotted on a graph. The graph has two major axes, with each axis having competing dimensions. The horizontal axis differentiates between an internal versus an external organizational focus, while the vertical axis differentiates between a stable and controlled structure versus flexibility and discretion. These two axes create four quadrants that make up the different "models" of organizational culture: A) Clan, B) Adhocracy, C) Market, and D) Hierarchy (Cameron and Quinn, 2006).

The "clan" culture is characterized by an internal focus and values flexibility. It centers on teamwork, participation, consensus, and corporate commitment to employees. Success is defined through empowerment, commitment, and concern for people (Cameron and Quinn, 2006). The "adhocracy" culture focuses on external positioning and values flexibility. The key values for this culture are creativity, risk taking, individuality, and adaptability. This culture is most prevalent in dynamic and creative organizations where change and uncertainty are the norm. Success is measured through innovation and the ability to produce new products (Cameron and Quinn). The "market" culture represents stability and control but is focused more heavily on the external market. The core values that these organizations hold are competitiveness, productivity, and goal achievement. The main focus of this type of culture is identifying threats and opportunities while seeking a competitive advantage and profitability. Success is measured through market share and penetration (Cameron and Quinn, 2006). The “hierarchy” culture has an internal focus and values stability and efficiency. This type of organization is usually highly formalized and structured where rules, processes, and procedures are valued. There needs to be few alterations in customers, competition, and technology for this culture to be successful. Low cost and reliability drive the “hierarchy” culture and define its success (Cameron and Quinn).

Cameron and Quinn (2006) state that the OCAI and CVF have been used thousands of times to examine organizational culture. A positive relationship between organizational culture and effective organizational outcomes has been found when these models have been used to diagnose organizational culture (Cameron and Quinn, 2006). Research has also found that a balance of competing characteristics is needed for organizations to successfully achieve efficiency and effectiveness (Chin-Loy, 2004).

The CVF provides two important measurements in regards to an organization’s culture: culture type and culture strength. Kotter and Heskett (1992) researched the difference between high-performing and low-performing companies and found that culture type and culture strength are two of the main distinguishing factors between the two. Culture type has been found to have the strongest influence on an organization’s overall effectiveness, as compared to culture strength (Cameron and Ettington, 1988). Research has also shown that the CVF can successfully examine the effect of an organization’s culture on its future growth and success (Calori and Sarnin, 1991).

The CVF can also successfully measure the culture strength through the use of the OCAI. A strong, dominant culture is determined through the number of points given to a specific culture type. If the culture type receives a higher number of points, then it is deemed to be a stronger culture (Cameron and Quinn, 2006). Culture strength has also been linked to organizational effectiveness. Research has shown that members of an organization who possess a strong culture have a high level of commitment, accomplish tasks at a higher level, and experience greater job satisfaction (Nystrom, 1993).

The purpose of this study was to investigate the organizational culture of a selected group of outsourced marketing properties. The research objectives of this study were to create organizational culture profiles of these properties using the competing values model, determine the dominate culture type of outsourced properties, assess the strength of culture type for each property, and determine if any relationships exist among culture type and gender and longevity with the athletic department.

CHAPTER III

METHODOLOGY

This chapter details this study's research design and procedural steps, including selection of subjects, instrumentation, procedures, and collection and data analyses. Through the Organizational Culture Assessment Instrument (OCAI), this study's main purpose was to investigate outsourced marketing companies' dominant culture type and culture strength. Another research objective was to determine if any relationship existed among gender and culture type or among longevity with the athletic department and culture type.

Subjects

This study involved the general managers and account executives of the outsourced sports marketing firms associated with Learfield Sports. Learfield Sports represents forty six university properties: Alabama, Army, Boise State, Bowling Green, Chattanooga, Clemson, Colorado, Fresno State, Idaho, Indiana, Iowa, Iowa State, Kansas State, Louisiana Tech, Maine, Memphis, Miami, Minnesota, Mississippi State, Missouri, Montana, Montana State, Nevada, New Hampshire, New Mexico, North Carolina, Northern Iowa, Oklahoma, Oklahoma State, Oregon State, Penn State, Portland, Purdue, San Diego State, San Jose State, South Carolina, Southern Illinois, Stanford, Texas A&M, Texas Tech, Toledo, Tulsa, Utah State, Wisconsin, Wyoming, and Xavier. The target population will consist of 46 general managers and 116 account executives for a total of 162 participants.

Instrumentation

In this study, two instruments were used to collect relevant data:

1.) Organizational Member Questionnaire (OMQ)

2.) Organizational Culture Assessment Instrument (OCAI)

Organizational Member Questionnaire (OMQ)

Demographic data from selected general managers and account executives at Learfield Sports properties was collected using the OMQ. Respondents were asked to supply their age, gender, length of employment, education level, and current position. The OMQ was completed prior to respondents completing the OCAI.

Organizational Culture Assessment Instrument (OCAI)

The instrument was researched and developed by Kim S. Cameron and Robert E. Quinn to diagnose an organization's culture. It first aims to identify the organization's current culture and then, it helps to determine the organizational culture that employees believe should be created to match future demands and challenges. The OCAI uses six dimensions to measure organizational culture: A) dominant characteristics B) organizational leadership C) management of employees D) organization glue E) strategic emphases and F) criteria of success. Each dimension has four alternatives: A) Clan B) Adhocracy C) Market and D) Hierarchy. In order to complete the OCAI, individuals must divide 100 points among the four alternatives. An alternative that is most similar to the organization would receive the highest number of points. The scoring of the OCAI is accomplished by averaging the response scores for each alternative. The scores are then plotted on a radar-type graph, which provides a visual depiction of the organization's culture profile (Cameron & Quinn, 1999).

Psychometric Assessment

The OCAI has been used in more than a thousand organizations and has been found to predict organizational performance (Cameron & Quinn, 1999). Sufficient evidence has been created regarding the reliability of the OCAI. The average reliability coefficients computed are as follows: clan culture reliability = .79, adhocracy culture reliability = .80, hierarchy culture reliability = .76, and market culture reliability = .77 (Roman, 2004; Quinn, 2001; Quinn & Spreitzer, 1991; O'Neill & Quinn, 1993; Hooijberg & Petrock, 1993; Cameron & Quinn, 2006). OCAI validity was demonstrated in Cameron and Freeman's (1991) study of organizational culture in 334 institutions of higher education. Using a multitrait-multimethod analysis, Quinn and Spreitzer found evidence of convergent validity and discriminant validity.

Procedure

The OCAI data collection procedures were in agreement with the diagnostic procedures used in previous organizational culture studies (Cameron and Quinn, 2006). The survey was emailed to each of the 46 schools via Survey Monkey. The survey remained open for a period of three weeks with two reminder emails. Along with the survey, a cover letter explaining the purpose of the study and encouraging all participants to respond was also included. Each respondent was guaranteed anonymity in any publication or presentation of this study. Respondents were also offered the opportunity to learn the results of the study.

Statistical Analysis

The statistical package SPSS was used to develop descriptive statistics and frequencies to describe the main characteristics of the sample and to develop organizational-culture profiles. Developed statistics were interpreted using the OCAI to produce an overall organizational culture profile that assesses the six CVF dimensions (Cameron & Quinn, 2006). A mean score for each quadrant was calculated from the six dimensions, and plotted to give a visual represention of the organizational-culture profile for each sampled sport-marketing property. After categorization, and in order to answer the posed research questions, a series of Chi-Sqaure analyses were conducted in order to determine if there is a significant realtionship (∞ .05) between expressed culture type and gender of the respondent, as well as the outsourced marketing firms' longevity with the associated university.

CHAPTER IV

RESULTS

This chapter presents the results of the study, and it addresses the research questions posed in the Introduction. Surveys were emailed to general managers and account executives at Division I universities who hold a multimedia rights deal with Learfield Sports. The email included a consent letter that detailed the purpose and benefits of the study, risks, a confidentiality agreement, and a link to the survey on surveymonkey.com. The survey was emailed to 162 general managers and account executives representing 46 different universities. A second email was sent out one week after the initial email. This email served as a reminder to complete the survey. After two weeks, the survey was closed. Of the 162 surveys sent out, 80 (49 %) from 33 (72 %) different schools were returned. Nine out of the 80 surveys had to be discarded because they did not complete the entire survey, therefore, data from 71 surveys analyzed using SPSS statistical software. The sample was representative of the population. For University 2 and University 21, there was only one respondent but both of these properties only had two employees. In addition, University 17, 19, and 30 had respondent rates of 40%, 33%, and 40% respectively. For all other universities, the respondent rate was 50% or greater.

Demographics

Section I of the survey gathered respondents' demographics. The first question asked the respondents for their age. Ages ranged from 23 to 56, with the mean age being about 35 years old. Fifty-four employees were below the age of 40 (76%). This data is representative of the population with over 60% of the employees at Learfield being under the age of 45. Table 1 shows the frequency of ages.

Table 1

Age of Learfield Employees

Age	Frequency
23-30 yrs.	24
31-40 yrs.	30
41-50 yrs.	14
50 + yrs.	3
Total	71

The second question asked the respondents for their gender. Sixty (84.5%) of the respondents were male and 11 (15.5%) were female. This data is representative of the population. Approximately 80% of the employees at the various Learfield properties are male and 20% are female.

Question three asked respondents what current position they held. There were 33 general managers who responded and 38 account executives. Among the 33 general managers in the sample, 29 (87.9%) were male and four (12.1%) were female. Thirty-one (81.5%) of the account executives were male and seven (18.7%) were female.

Table 2 represents the number of years each respondent has been employed at Learfield. Years worked ranged from less than 1 year to 11 years, with the mean number of years worked being 3.8 years.

Table 2

Length of Employment

Years Employed	Frequency	Percent
Less than 2 yrs.	20	28
3-5 yrs.	35	49
6-8 yrs.	12	17
8 + yrs.	4	6
Total	71	100

Question five asked respondents the highest degree earned (Table 3).

Table 3

Highest Degree Earned

Degree Earned	Frequency	Percent
Four Year (BA, BS)	49	69
Master's	22	31
Total	71	100

Organizational Culture Profiles

The OCAI was designed to measure the core values, assumptions, interpretations, and approaches that exemplify an organization. The first research question sought to determine the organizational culture type that dominated the sampled outsourced marketing properties. In order to answer this question, individual sample university profiles were combined by averaging each item to form a composite university profile. These profiles were then plotted on a radar graph to determine which organizational culture was most dominant.

Research Question 1

The quadrant in which the score was the highest indicated the culture that dominated the organization. It identified the assumptions and values that tend to be emphasized. Among the 33 sampled universities, 20 universities (61%) were dominated by the Clan Culture. This was the most prevalent culture type. The Clan Culture is characterized by a friendly work place, teamwork, concern for people, and sensitivity to customers. The second most prevalent culture type universities identified with was the Market Culture. Twelve (36%) universities were dominated by the Market Culture. The Market Culture is defined by competition, goal setting, and a need for stability and control. Only 1 (3%) university was dominated by the Hierarchy Culture. The Hierarchy Culture focuses on structure, procedures, and efficiency. No university was dominated by the Adhocracy Culture, which is defined by a high degree of flexibility and individuality. Table 6 denotes the breakdown of universities by culture type. These results are consistent with previous OCAI research on sales cultures, with the Clan and Market Cultures being dominant (Kangas, 2009).

Table 4

Frequency of Culture Type

Culture Type	Frequency
Clan	20
Adhocracy	0
Market	12
Hierarchy	1
Total	33

Research Question 2

The second research question sought to determine the strength of the dominant organizational culture type within each sampled sport marketing property. The strength of the dominant culture is determined by the number of points given to each specific culture type. A culture type is deemed to be stronger, or more dominant, if it is given a higher score. Strong cultures are linked with a clear vision and higher performance in organizations where uniformity is necessary.

The average strength of the Clan Culture was 32.36, with a maximum value of 50 and a minimum value of 15. For the Adhocracy Culture, the average strength was 21.22. The lowest Adhocracy Culture value recorded was 6.6, and the highest was 33.16. The average strength for the Market Culture was 29.36, with a range of values from 15.83 to 56.66. For the Hierarchy culture values ranged from 7.5 to 37.77, with an average strength of 16.78.

The Clan Culture was the strongest overall culture type based on average strength, as well as the most dominant culture type in 20 out of the 33 universities surveyed. The Market Culture was the second strongest culture type based on average strength. It was also the second most dominant culture type, with 11 out of the 33 universities selecting it as the most dominant culture within their organization. The Adhocracy Culture was the third strongest culture, and the Hierarchy Culture was the weakest culture based on average strength.

Research Question 3

The third research question posed was:

- Is there a significant relationship between expressed organizational culture type and gender of the respondent?

In order to answer this question and successfully perform a chi-square analysis and meet the minimum expected count, data was only used from the dominant Market and Clan Cultures. Three respondents, two male and one female, selected Adhocracy culture as the dominate culture, and only one male respondent selected Hierarchy culture as the dominate culture. Due to these low respondent rates, the chi-square analysis was run only on individuals that selected the Market and Clan cultures (E. Shields, personal communication, March 16, 2010).

After performing chi-square analysis no significant relationship between the expressed organizational culture type and the gender of the respondent was uncovered. When asked to select the dominate culture type within their organization, respondents showed no significant difference between observed and expected frequencies (X2 (2) = .173, p = .677) based on gender.

More specifically, looking at the percent of responses within gender for the second research question, results showed 63.2% of males responded that the Clan Culture was most dominate and 36.8% responded that the Market Culture was the most dominant. For females, 70% responded that the Clan Culture was the most dominant and 30% responded that the Market Culture was the most dominant.

In addition, for the percent of response within culture type, 83.7% of males and 16.3% of females selected the Clan Culture as the most dominant. The Market Culture was selected as the most dominant culture type for 87.5% of males and 12.5% of females.

Table 5

Chi-Square Analysis – Culture Type and Gender

Gender * Type Crosstabulation

			Type		
			Clan	Market	Total
Gender	Male	Count	36	21	57
		Expected Count	36.6	20.4	57.0
		% within Gender	63.2%	36.8%	100.0%
		% within Type	83.7%	87.5%	85.1%
		Adjusted Residual	-.4	.4	
	Female	Count	7	3	10
		Expected Count	6.4	3.6	10.0
		% within Gender	70.0%	30.0%	100.0%
		% within Type	16.3%	12.5%	14.9%
		Adjusted Residual	.4	-.4	
Total		Count	43	24	67
		Expected Count	43.0	24.0	67.0
		% within Gender	64.2%	35.8%	100.0%
		% within Type	100.0%	100.0%	100.0%

Research Question 4

The fourth research question posed was:

- Is there a significant relationship between expressed organizational culture type and athletic department's longevity with the sport marketing property?

In order to successfully run a chi-square analysis and meet the minimum expected count, data was only used from dominant Market and Clan Cultures. One university property with over six years of longevity selected Hierarchy as the most dominate culture type and zero universities with six years or under selected the Hierarchy Culture. In addition, no universities selected the Adhocracy Culture. Due to these low respondent rates, the chi-sqaure analysis was only run on properties that selected the Market and Clan Cultures (E. Shields, personal communication, March 16, 2010).. The data was grouped based on longevity into two groups: six years and under and over six years.

For the fourth research question, there was no statistically significant relationship between the expressed organizational culture type and the athletic department's longevity with the sport marketing property. When asked to evaluate the culture type of the organization, respondents showed no significant difference between observed and expected frequencies (X2 (2) = .349, p = .555) based on contract longevity.

More specifically, looking at the percent of responses within the culture type for question four, results showed 65% of universities who selected the Clan Culture had a contract longevity of 0-6 years and 35% of universities who selected the Clan Culture had a longevity of >6 years. Seventy five percent of universities who selected the Market Culture had a contract longevity of 0-6 years and 25% had a contract longevity of >6 years.

In addition, for the percent of responses within the contract longevity, 59.1% of the universities that had contracts lengths of 0-6 years classified the Clan Culture as the most dominant and 40.9% who had contract lengths of 0-6 years identified with the Market Culture. Seventy percent of the universities that had contract lengths of >6 years chose the Clan Culture as the most dominant culture and the other 30% with contract lengths of >6 years selected the Market Culture.

Table 6

Chi-Square Analysis – Culture Type and Longevity

Type * Longevity Crosstabulation

			Longevity		
			0-6 Years	>6 Years	Total
Type	Clan	Count	13	7	20
		Expected Count	13.8	6.3	20.0
		% within Type	65.0%	35.0%	100.0%
		% within Longevity	59.1%	70.0%	62.5%
	Market	Count	9	3	12
		Expected Count	8.3	3.8	12.0
		% within Type	75.0%	25.0%	100.0%
		% within Longevity	40.9%	30.0%	37.5%
Total		Count	22	10	32
		Expected Count	22.0	10.0	32.0
		% within Type	68.8%	31.3%	100.0%
		% within Longevity	100.0%	100.0%	100.0%

CHAPTER V

DISCUSSION

This chapter contains a summary of the study and a discussion of the results. It also includes conclusions, observations, and future recommendations.

Summary

The primary purpose of this study was to determine the organizational cultural profile of intercollegiate outsourced marketing firms associated with Learfield Sports. This was achieved by determining which organizational culture dominated each individual outsourced marketing property and by examining the strength of the dominant culture type within each sampled sport marketing property. In addition, any possible relationships of these organizational culture profiles with gender and athletic department's contract longevity were investigated.

Discussion

Research Question 1: Which organizational culture type dominates the sampled outsourced marketing properties?

The purpose of Research Question 1 was to determine the most dominant culture type in each outsourced marketing property surveyed. The mission of Learfield Sports is to "Build the Team, Grow the Company and Have Fun"(Learfield Sports, 2009). Their culture is driven by goal setting, enthusiasm, teamwork, celebrating successes, and integrity. Clyde Lear, CEO of Learfield Sports, said "Collectively, we remain unwavering in our commitment to ensure each and every relationship is served to the best of our ability, while building on our strengths and striving to lead the way in college sports" (Lear, 2010, p.1)

The structure of Learfield Sports is such that the corporate culture trickles down to its individual properties. General managers and account executives hired at outsourced marketing properties receive continuous corporate management support and guidance on a daily basis. Learfield has also created Learfield Sports University, which is a tool for training and developing employees. New hires attend a three day corporate training program, and current employees receive ongoing training from corporate headquarters at least twice a year that focuses on sales skills and relationship building (Learfield Sports, 2009).

The Clan Culture is typified by a friendly workplace, and it derives its name because it is like a family-type organization. The leaders of the organization are viewed more as mentors than managers, and their major task is to empower employees and aid in their participation, dedication, and faithfulness to the company. The culture is characterized by teamwork, employee involvement programs, and corporate commitment to employees. Another important aspect of the Clan Culture is that customers are thought of as partners. Ultimate success in the Clan Culture is defined by excellent customer service and concern.

Based on these principles, it is no surprise that the Clan Culture was the most dominant culture in the majority of sampled universities. The organizational structure is such that each Learfield employee manages their own portfolio of clients, and essentially, they own their own business. The role of the General Manger is to facilitate the sales process, provide seasoned advice, and continuously improve employee skills. Therefore, the General Managers are viewed more as mentors than managers, which is a major characteristic of the Clan Culture. In addition, teamwork is essential to a successful property. It is not unusual for two account executives to team up on a sales lead, and account executives will share contact information, proposal ideas, and fulfillment strategies. Corporate commitment to employees is evidenced in the various professional development opportunities available to Learfield employees. It is necessary that both new and current employees attend at least two professional development workshops, and there are ongoing opportunities for employees to participate in on a monthly basis via online round tables and other web-based events. Lastly, due to the nature of the sales business, customer service is of the utmost importance. Employees understand the importance of a satisfied customer and know it is vital to their success. The main components of the Clan Culture are evidenced throughout Learfield Sports Properties, due to both corporate culture and the sales climate itself.

The Market Culture is considered to be a results-oriented workplace. This type of organization is focused on getting the job done and getting it done right. Employees are highly competitive and driven by goals. Leaders are focused on productivity, results, and profits. They are very demanding of their employees. The external climate is viewed as hostile, where customers are interested in competitive pricing and value. Therefore, the main focus of this type of organization is on competitive positioning and achieving measurable goals. Success is ascertained by reputation, market penetration, and outpacing the competition.

The Market Culture was the dominant culture in 12 universities, and it was the second strongest culture type, trailing the Clan Culture by only 3 points. Therefore, elements of the Market Culture are highly prevalent throughout Learfield Sports Properties. Competition is the most occurring aspect of the Market Culture at the sampled universities both internally and externally. Internally, Learfield employees are encouraged to be highly competitive with each other. Monthly and yearly sales contests reward the top grossing employees both within each property and throughout the entire company. Externally, the properties must also maintain a competitive edge and leadership position in the marketplace. Their main competitors are other local sports marketing firms representing universities and professional teams, as well as local radio stations. It is the general manager's job to ensure that the Learfield brand is seen as the most competitively priced, while also providing the most value. Therefore, general managers might also been seen as very hard driving individuals who must constantly set sales goals and make sure their employees are fulfilling them.

The Hierarchy Culture typifies a highly formalized and structured workplace. Rules and procedures determine employees typical day-to-day work activities. Leaders are characterized by efficiency, organization, coordination, and structure. Their main job is to make sure the organization runs smoothly. Without formal rules, the organizational structure would be inefficient and ineffective. Success is defined by stability, efficiency, dependable delivery, and low costs.

One university selected the Hierarchy Culture as the most dominant culture. The characteristics of this culture are not highly prevalent among Learfield properties; however, there are formal rules and procedures that must be followed in order to maintain consistency and efficiency. Although each university property is a separate entity that may have differing numbers of employees, miscellaneous inventory, and varying sports, they are all still under Learfield Sports Corporation. Therefore, each property must follow the same rules for reporting sales figures, submitting prospect lists and contracts, handling radio traffic, and any other operational functions. Even though only one university chose the Hierarchy Culture as the most dominant, there are still elements of this culture that can be evidenced throughout Learfield Sports Properties.

The Adhocracy Culture is viewed as a dynamic and creative workplace. It is defined by risk taking, freedom, individual initiative, and an entrepreneurial spirit. Leaders are considered to be innovative and on the cutting edge. These types of organizations value experimentation and emphasize growth and acquiring new resources. Success is ascertained by acquiring or creating unique products and services.

There were not any universities that selected the Adhocracy Culture as the most dominant. In the outsourced marketing business, there is not a lot of room for creativity, innovation, and risk taking on a grand scale. Each property has a set rate card and limited inventory that can be sold. Therefore, the prices at which products are sold and the actual products themselves cannot be altered; however, there can be room for creativity in the packaging of different elements and creating new inventory items, such as the use of New Media. Although the nature of the sales business doesn't allow for a heavy emphasis on risk taking and innovation, there is still room for creativity.

Research Question 2: What is the strength of the dominant culture type within each sampled sport marketing property?

The strength of the dominant culture is determined by the number of points given to each specific culture. If a culture is given a higher score, then it is deemed to be stronger. The strongest culture observed among Learfield Sports Properties was the Clan Culture with an average score of 32.36. This was followed by the Market Culture with an average score of 29.36. The Adhocracy came in third with an average strength of 21.22, followed closely by the Hierarchy with an average strength of 16.78.

Research on organizational culture has revealed that organizations with strong cultures are associated with a clear vision and higher performance where unity is a business necessity. It is not necessary for an organization to have a strong culture to be successful. Firms can also have very balanced cultures. Culture strength is very dependent on the circumstance and environment of the firm. No one ideal culture plot based on strength exists, and it is dependent on each organization's needs to determine the strength that is necessary to be successful in their environment.

The strength of the organizational culture among Learfield Sports Properties is a balanced Clan/Market Culture. The nature of the challenges facing the various universities is vast so a more eclectic culture is necessary. With scores of 33.26 and 29.26 respectively, more emphasis is placed on the Clan and Market Cultures. For the Clan Culture, the importance of customer service, teamwork, and mentoring from the general manager cannot be underestimated. The competition and goal setting that are part of the Market Culture are also elements that are essential to survival. The Adhocracy Culture (21.22) and Hierarchy Culture (16.78), although not as strong, both contain elements that are influential in determining successful performance. The formalized procedures that are such an important element of the Hierarchy Culture and the creativity that is found in the Adhocracy Culture are vital components of Learfield Sports Properties. The current environment that the individual sports marketing properties operate in require a more balanced culture where emphasis is placed on all four culture types.

Research Question 3: Is there a relationship between expressed organizational cultural type and gender of the respondent?

While the study's results did not uncover a significant relationship between gender and expressed organizational culture type, looking at the percentage responses does provide worthwhile information. For percent of responses within gender, 63.2% of males and 70% of females responded that the Clan Culture was most dominant, and 36.8% of males and 30% of females responded that the Market Culture was the most dominant. The response trend for both the Market and Clan Cultures is very similar for both males and females.

Research Question 4: Is there a significant relationship based on expressed organizational cultural type and department's longevity with the sport-marketing property?

This study's results did not reveal a significant relationship between athletic department's longevity with the sport marketing property and expressed organizational culture type. However, 70% percent of the universities that had contract lengths of >6 years chose the Clan Culture as the most dominant culture and the other 30% with contract lengths of >6 years selected the Market Culture. This might suggest that sports marketing properties with a longer relationship with the athletic department identify most with the Clan Culture; however, this distribution also matches closely with the sample distribution of selected culture type.

Future Research

There are several suggestions for future research regarding organizational culture and outsourced marketing properties. The instrument used in this study was intended for generic use, but an instrument designed specifically for use in intercollegiate athletics would better assess the values significant to college athletics. In order to gain a greater response rate, it is suggested that the survey is endorsed by the parent company of the outsourced marketing properties. Adding different qualitative methods, such as interviews, are suggested in order to gain a greater understanding of the differences in culture perceptions based on gender, university affiliation, length of employment, and other various factors. Lastly, a statistical analysis should be run to determine if the culture scores are statistically significant from a balanced score of 25.

There are also several future research topics related to organizational culture that should be explored. This study should be expanded to include other major sport-marketing corporations, such as IMG College, International Sports Properties, and CBS College. This would allow for analysis across different outsourced marketing companies. Additional studies could also explore differences in organizational cultures between the corporate level and individual properties, conference affiliation, amount of revenue generated by the outsourced marketing company, and other independent variables. Another interesting research topic would be to expand the study to evaluate the organizational culture of both the internal marketing department and the external marketing department and explore any differences.

Conclusions

The purpose of this study was to explore the organizational culture of outsourced marketing properties associated with Learfield Sports. Based on the results of this study, the conclusions are presented as follows:

1. The most dominant culture found within Learfield Sports is the Clan Culture (60%), which is defined by teamwork and customer service. This was followed closely by the Market Culture (33%), which is characterized by competition and goal setting.

2. The culture of the Learfield outsourced marketing properties is a balanced one. Emphasis is placed on all four culture types due to the dynamic environment and circumstance surrounding intercollegiate athletics.
3. There were no significant relationships found in expressed culture type between gender of the respondent or the athletic department’s longevity.

APPENDIX I

Survey

Organizational Culture Assessment Inventory

Section I-Demographic Information

1.) What is your age?

2.) What is your gender?

   a. Male

   b. Female

3.) What is your current position?

   a. General Manager

   b. Account Executive

4.) How many years have you been employed with Learfield Sports?

5.) What is the highest degree you have earned?

   a. Four year college degree (BA, BS)

   b. Master's Degree

   c. Doctoral Degree

   d. Professional Degree (JD, MD)

6.) What school are you affiliated with?

   a. Alabama

   b. Army

   c. Boise State

   d. Bowling Green

   e. Chattanooga

f. Clemson

g. Colorado

h. Fresno State

i. Idaho

j. Indiana

k. Iowa

l. Iowa State

m. Kansas State

n. Louisiana State

o. Maine

p. Minnesota

q. Mississippi State

r. Missouri

s. Montana

t. Montana State

u. Nevada

v. New Hampshire

w. New Mexico

x. North Carolina

y. Northern Iowa

z. Oklahoma

aa. Oklahoma State

bb. Oregon State

cc. Penn State

dd. Portland

ee. Purdue

ff. San Diego State

gg. San Jose State

hh. South Caolina

ii. Southern Illinois

jj. Stanford

kk. Texas A&M

ll. Texas Tech

mm. Toledo

nn. Tulsa

oo. Utah State

pp. Wisconsin

qq. Wyoming

rr. Xavier

Section II – Oraganizational Culture Assessment Inventory

You are now asked to rate your organization in the questions. You are rating your outsourced marketing organization and not the athletic department in which you are affiliated with.

The OCAI consists of six questions. Each question has four alternatives. Divide 100 points among these four alternatives depending on the extent to which each alternative is similar to your own organization. Give a higher number of points to the alternative that is most similar to your organization. For example, in question one, if you think alternative A is very similar to your organization, alternative B and C are somewhat similar, and alternative D is hardly similar at all, you might give 55 points to A, 20 points to B and C, and five points to D. Just be sure your total equals 100 points for each question.

1.) Dominant Characterisitcs

   a. The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.

   b. The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.

   c. The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.

   d. The organization is a very controlled and structured place. Formal procedures generally govern what people do.

2.) Organizational Leadership

   a. The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.

   b. The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking.

   c. The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.

   d. The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.

3.) Management of Employees

   a. The management style in the organization is characterized by teamwork, consensus, and participation.

b. The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.
c. The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.
d. The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.

4.) Organization Glue
a. The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.
b. The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.
c. The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.
d. The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.

5.) Strategic Emphases
a. The organization emphasizes human development. High trust, openness, and participation persist.
b. The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.
c. The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.

d. The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.

6.) Criteria of Success

a. The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.
b. The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.
c. The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.
d. The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.

APPENDIX II

Organizational Culture Profile Plots

Figures 1-33 represent the organizational culture profile plot for each university.

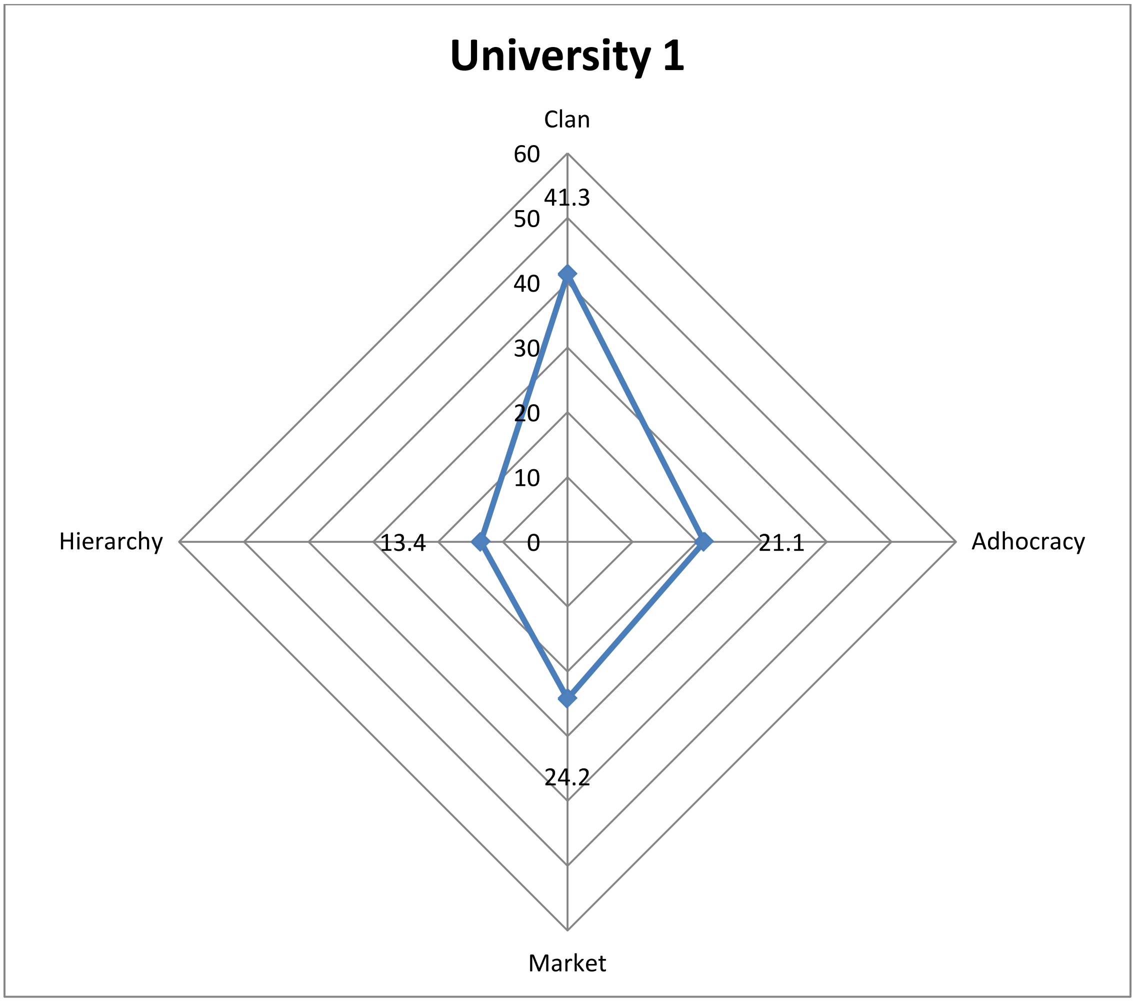

Figure 1. Culture Profile Plot of University 1

University 1, as illustrated in Figure 1, is dominated by the Clan Culture (41.4). With a score of 41.3, the Clan Culture is strong in strength.

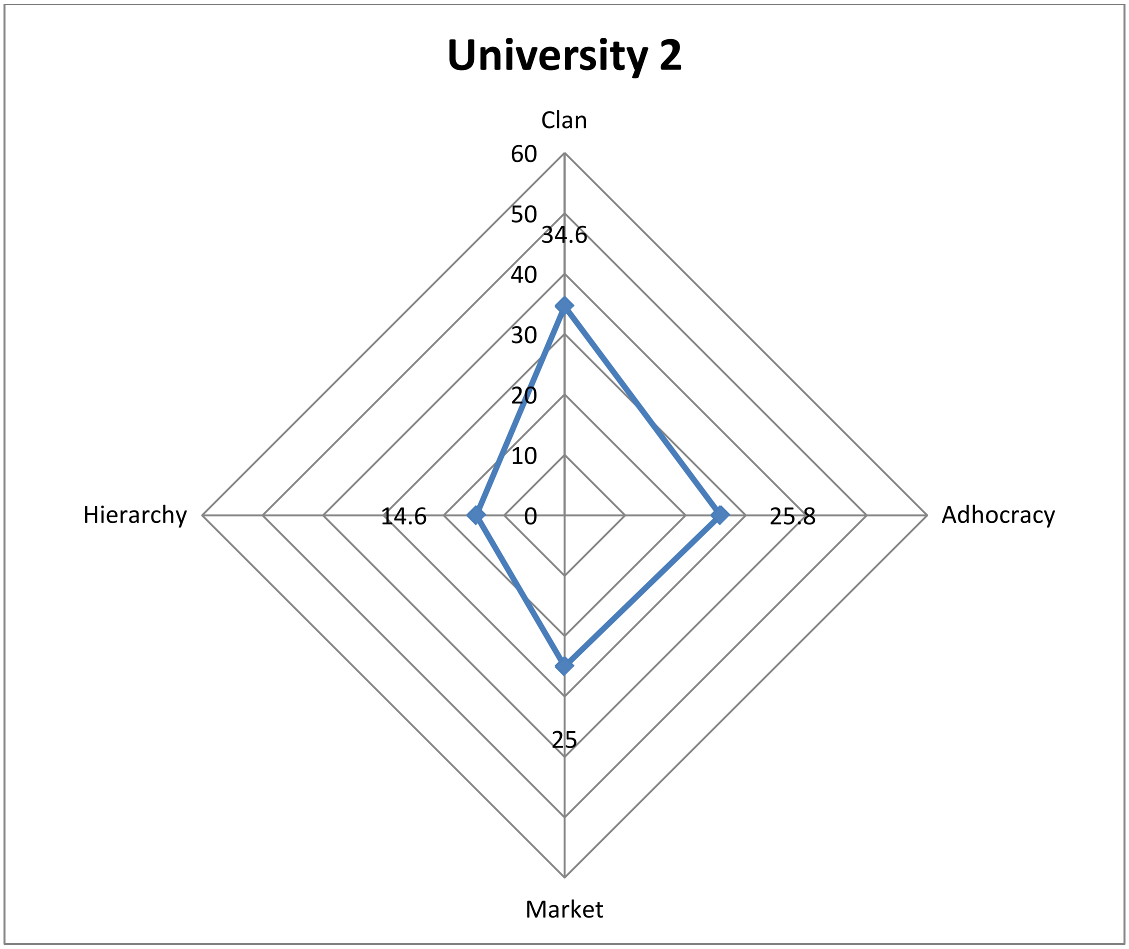

Figure 2. Culture Profile Plot of University 2

University 2, as illustrated in Figure 2, is dominated by the Clan Culture. With a score of 34.6, the Clan Culture is weak and part of a more balanced culture.

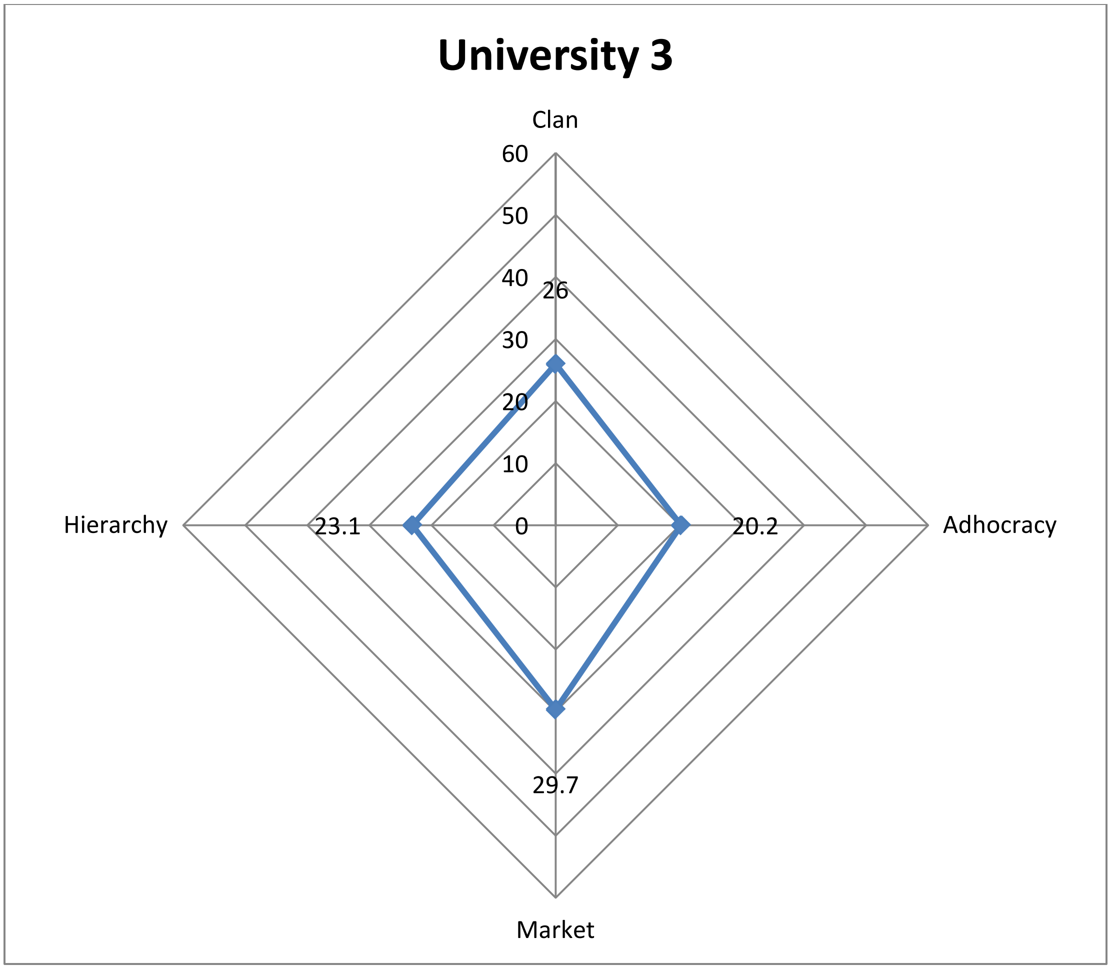

Figure 3. Culture Profile Plot of University 3

University 3, as illustrated in Figure 3, is dominated by the Market Culture (29.7). With a score of 29.7, the Market Culture is weak and part of a more balanced culture.

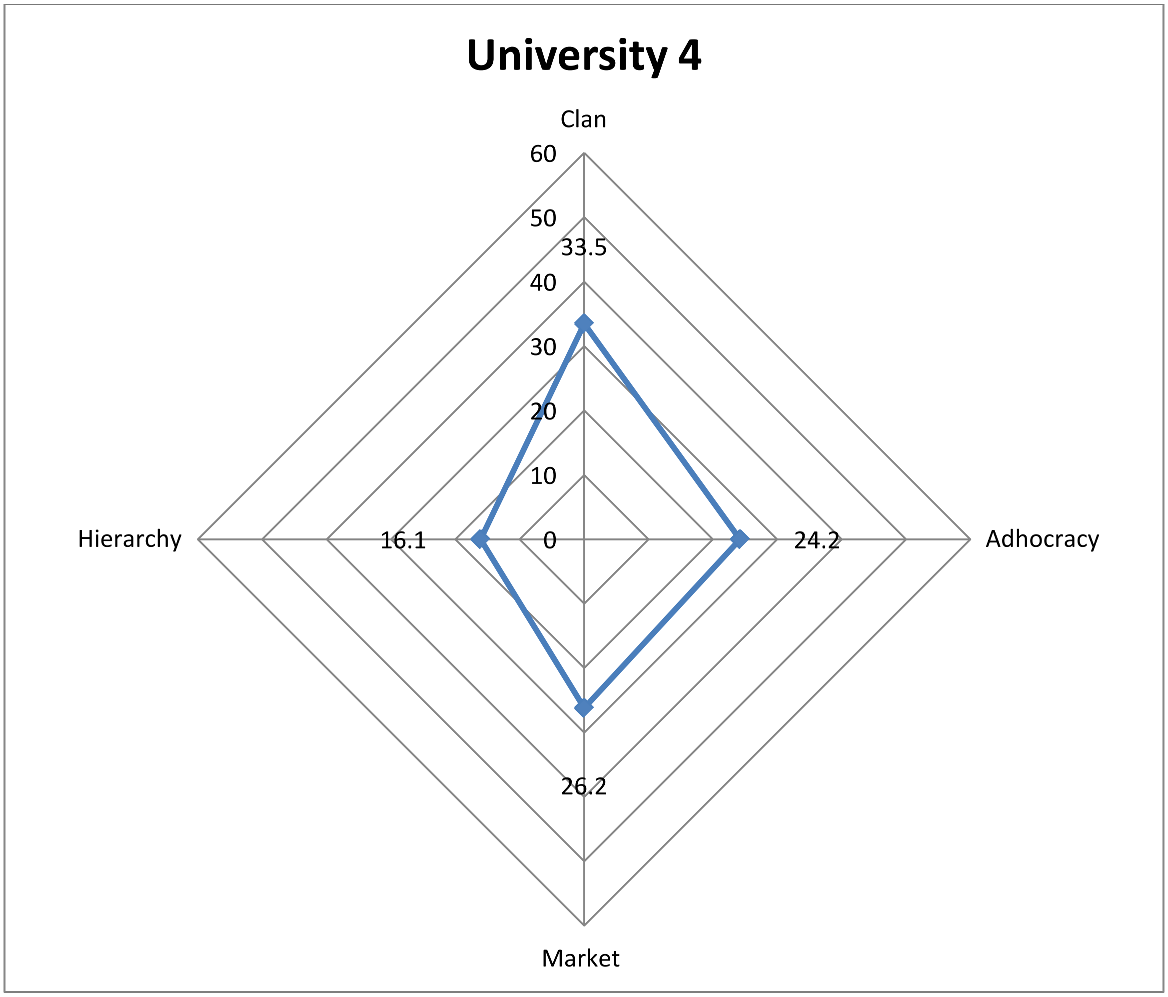

Figure 4. Culture Profile Plot of University 4

University 4, as illustrated in Figure 4, is dominated by the Clan Culture (33.5). With a score of 33.5, the Clan Culture is weak and part of a more balanced culture.

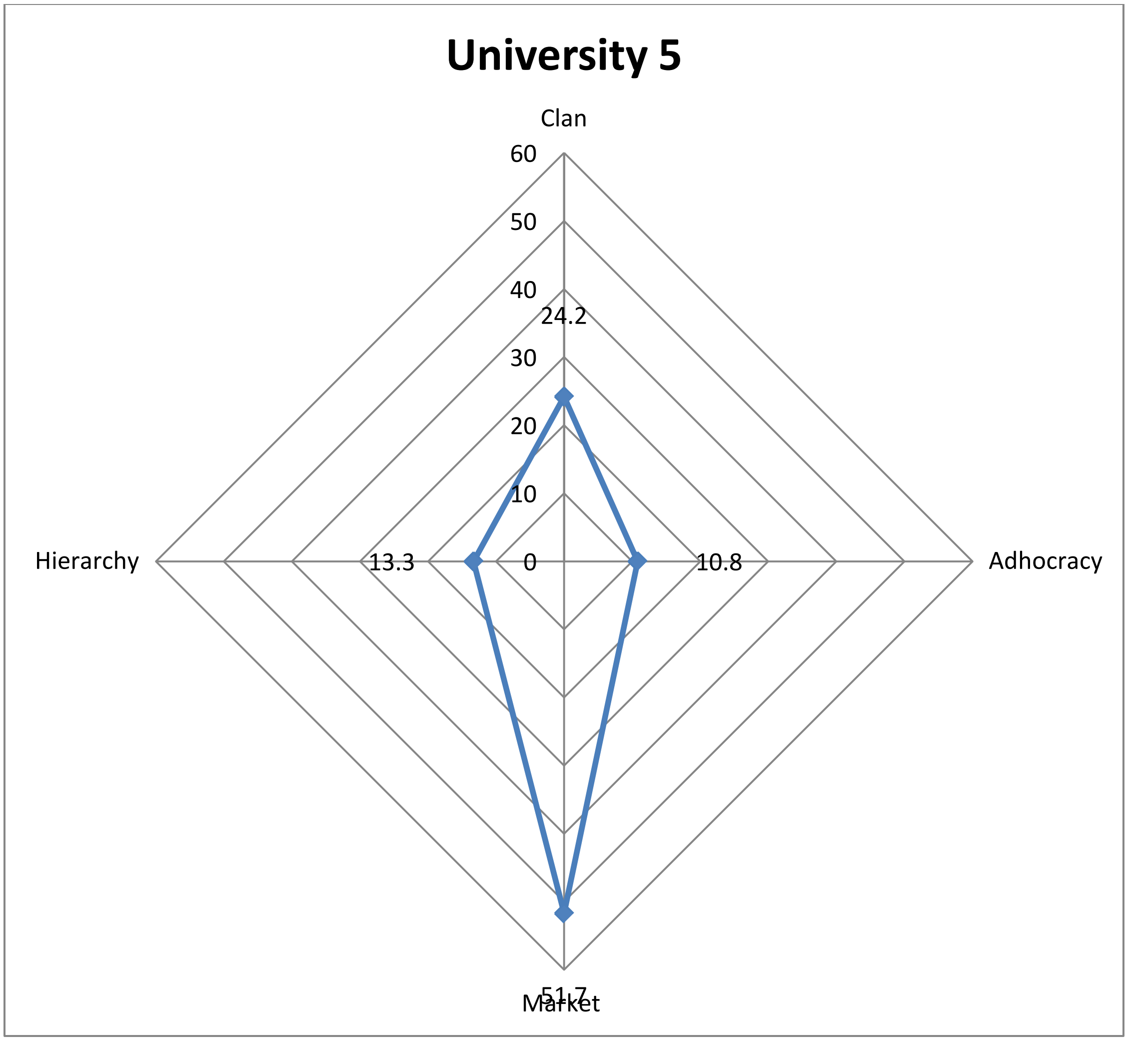

Figure 5. Culture Profile Plot of University 5

University 5, as illustrated in Figure 5, is dominated by the Market Culture (51.7). With a score of 51.7, the Market Culture is strong in strength.

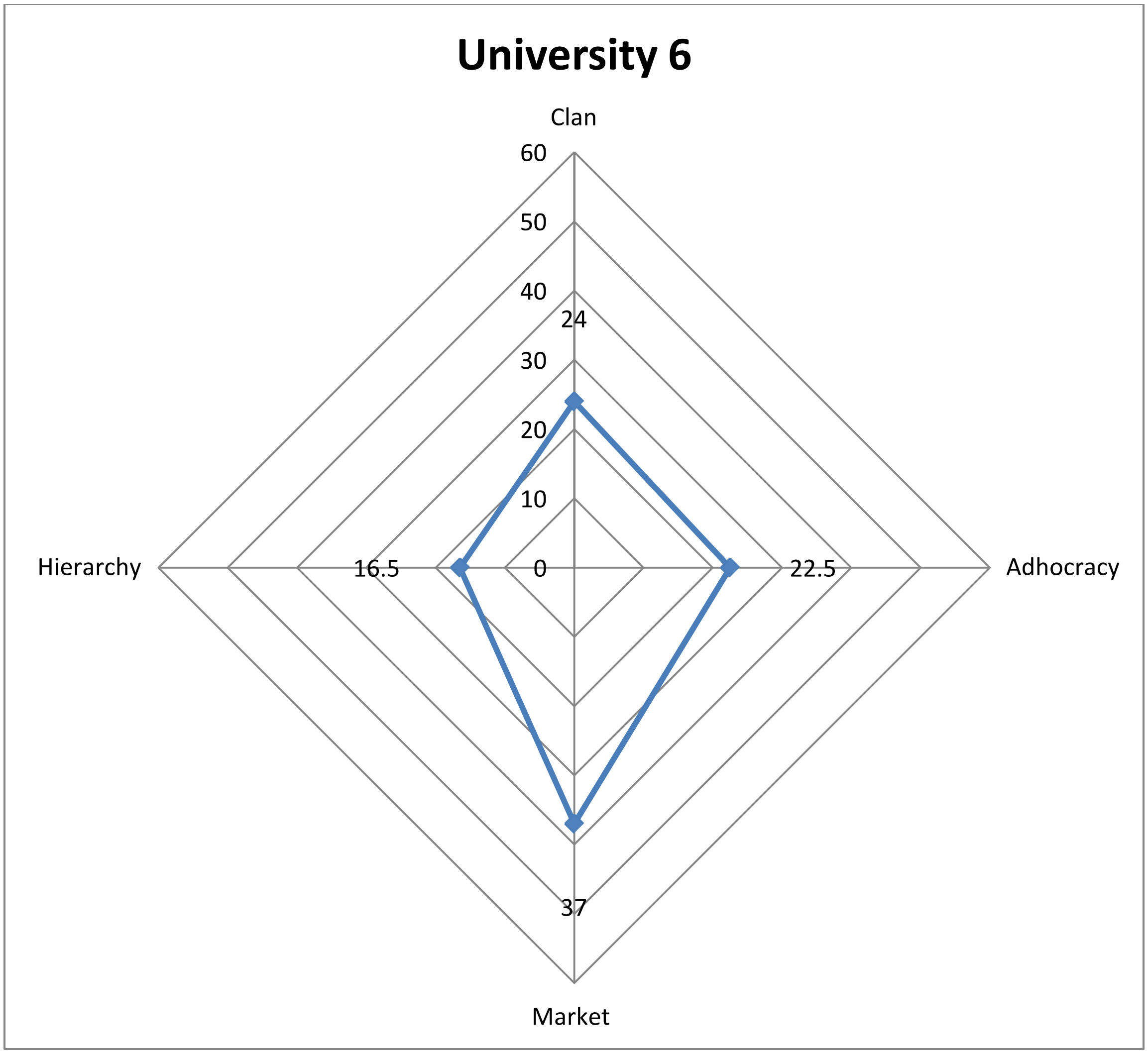

Figure 6. Culture Profile Plot of University 6

University 6, as illustrated in Figure 6, is dominated by the Market Culture (37). With a score of 37, the Market Culture is moderate in strength.

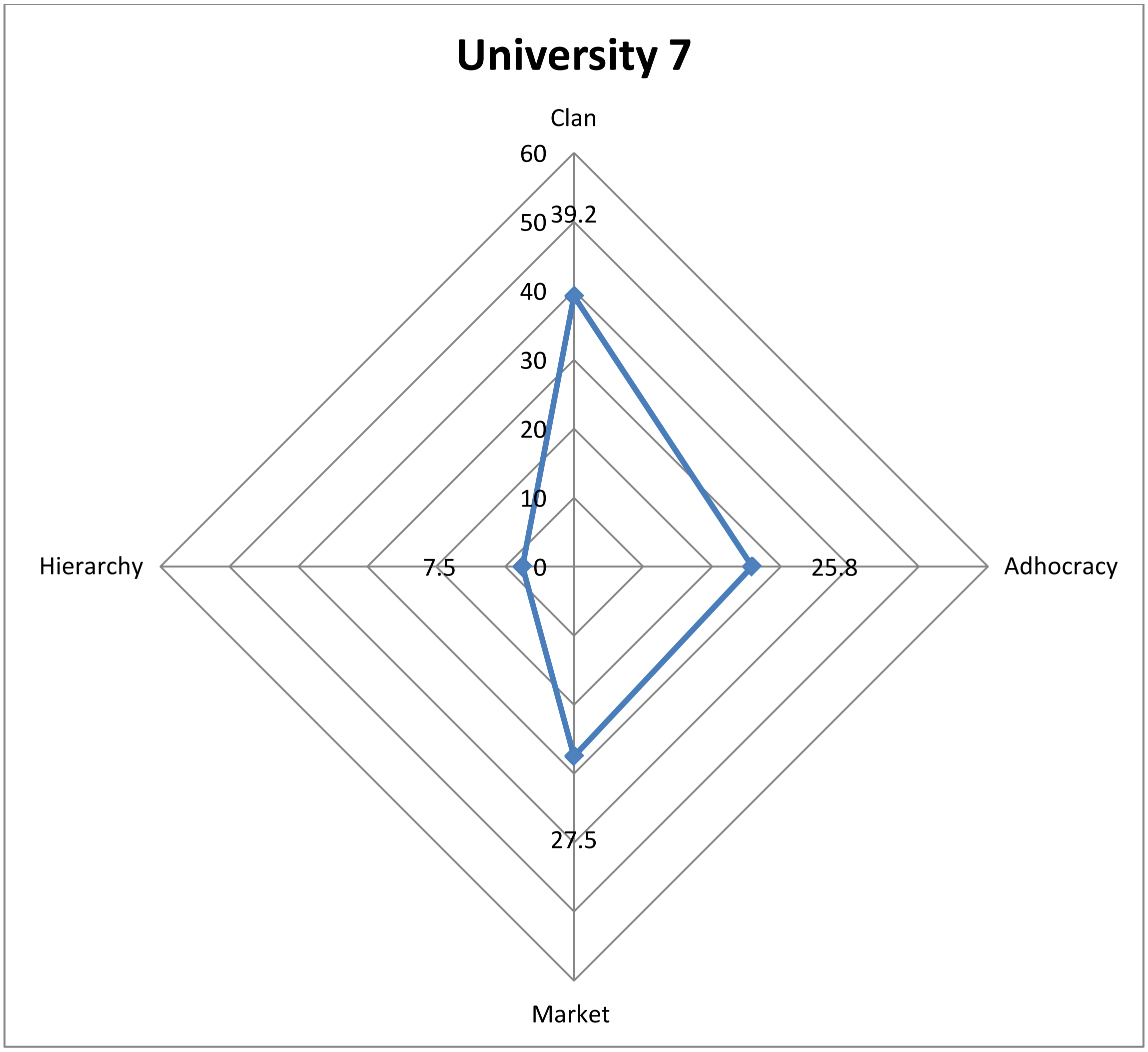

Figure 7. Culture Profile Plot of University 7

University 7, as illustrated in Figure 7, is dominated by the Clan Culture (39.2). With a score of 39.2, the Clan Culture is moderate in strength.

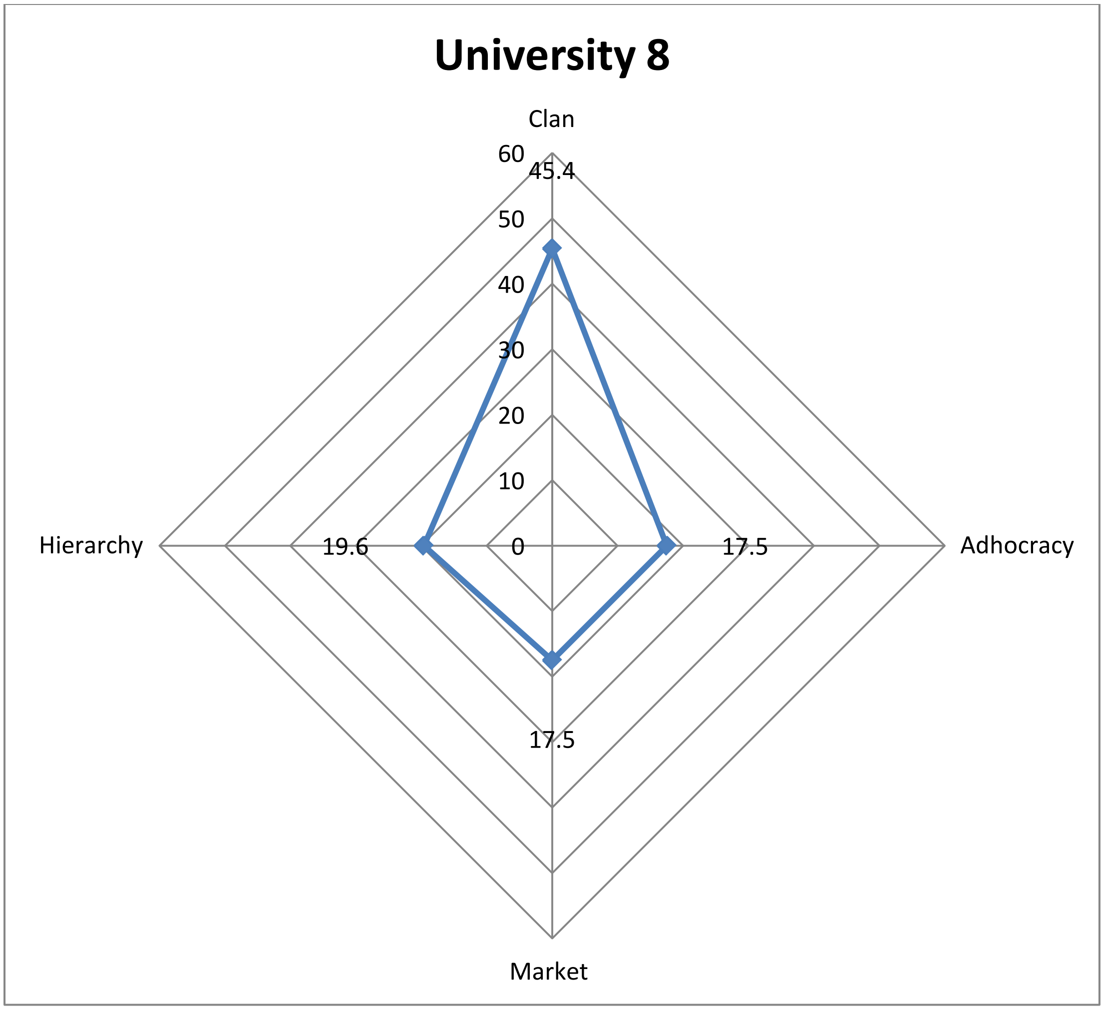

Figure 8. Culture Profile Plot of University 8

University 8, as illustrated in Figure 8, is dominated by the Clan Culture (45.4). With a score of 45.4, the Clan Culture is strong in strength.

Figure 9

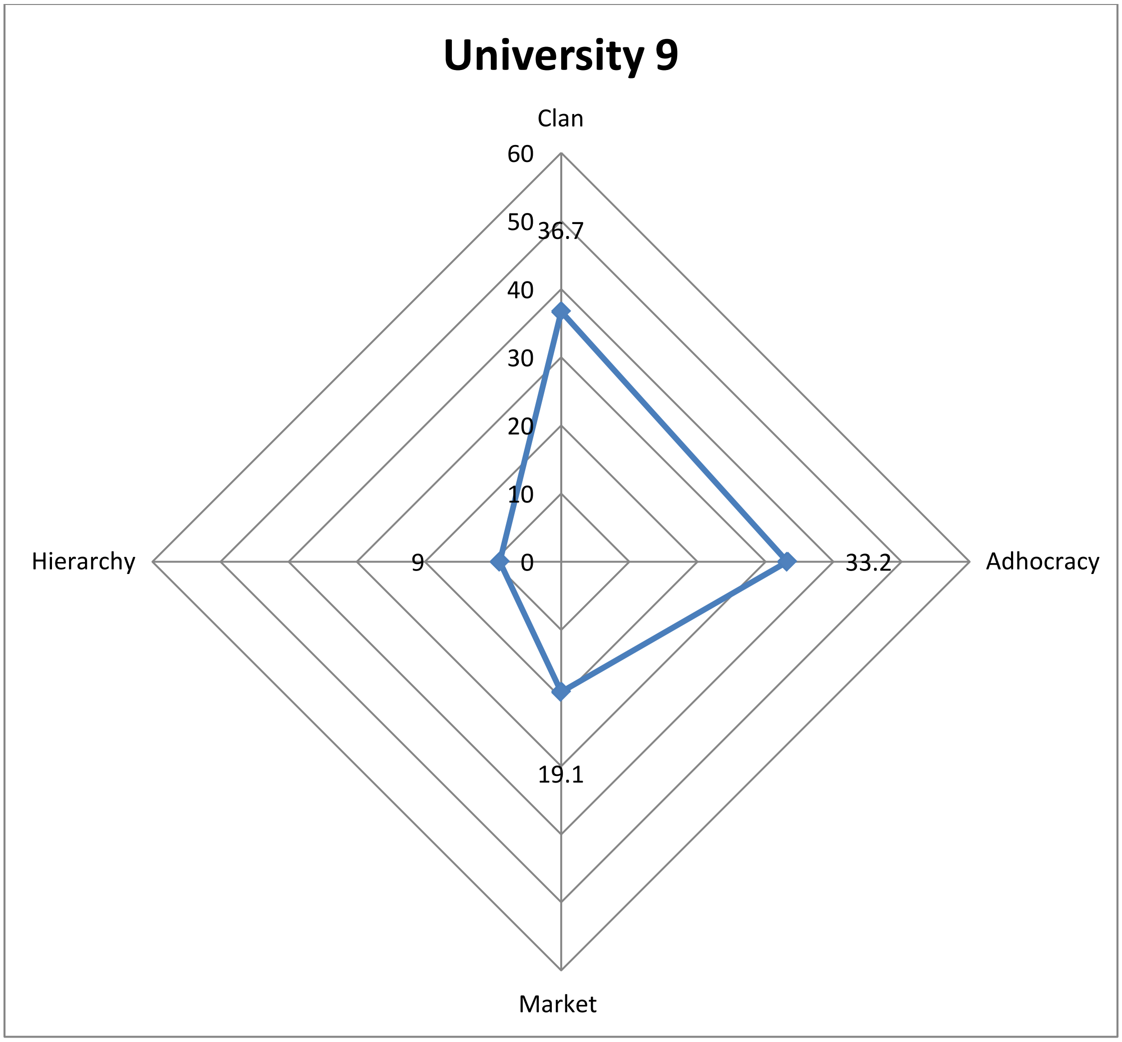

Figure 9. Culture Profile Plot of University 9

University 9, as illustrated in Figure 9, is dominated by the Clan Culture (36.7). With a score of 36.7, the Clan Culture is moderate in strength.

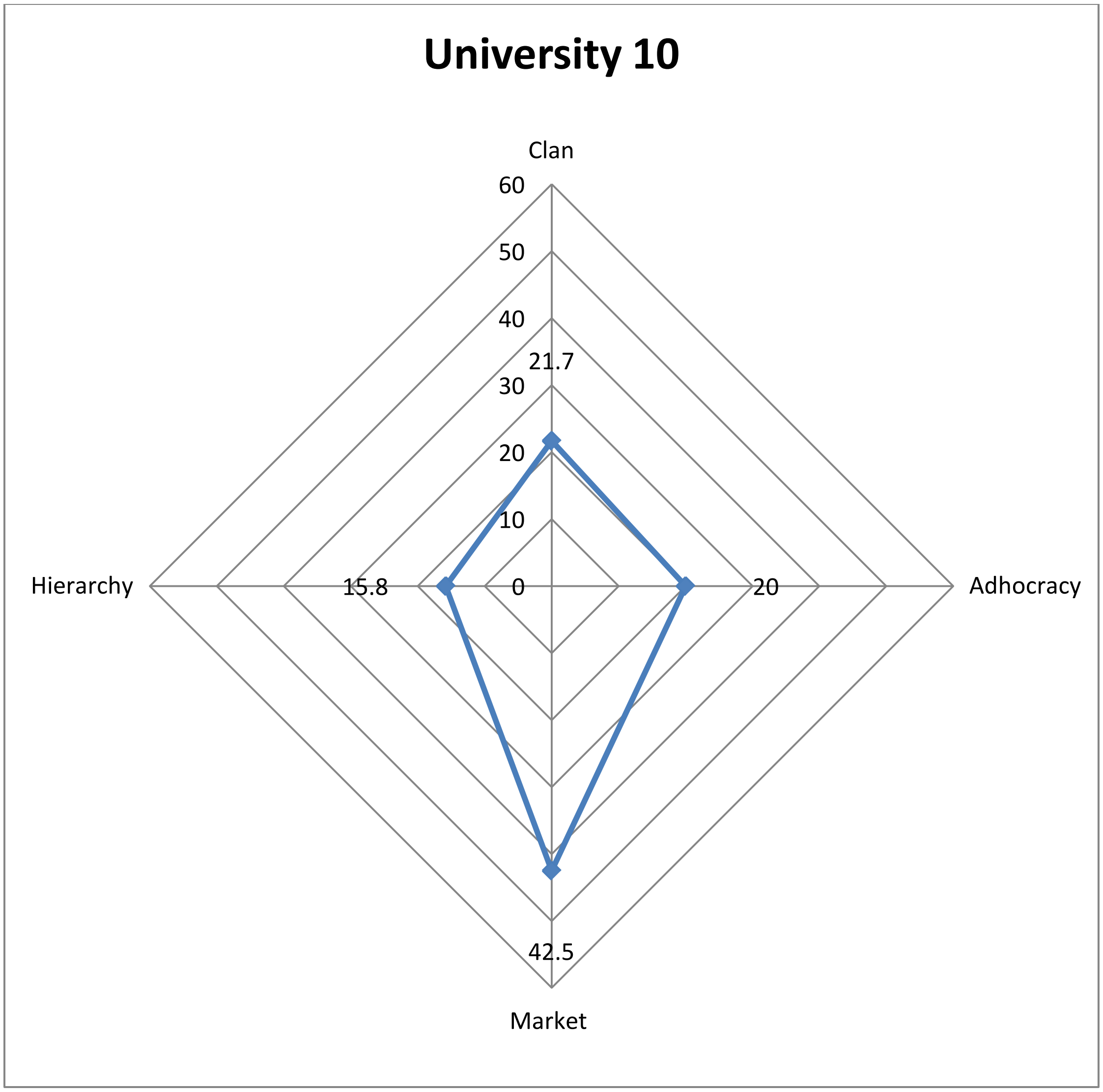

Figure 10. Culture Profile Plot of University 10

University 10, as illustrated in Figure 10, is dominated by the Market Culture (42.5). With a score of 42.5, the Market Culture is strong in strength.

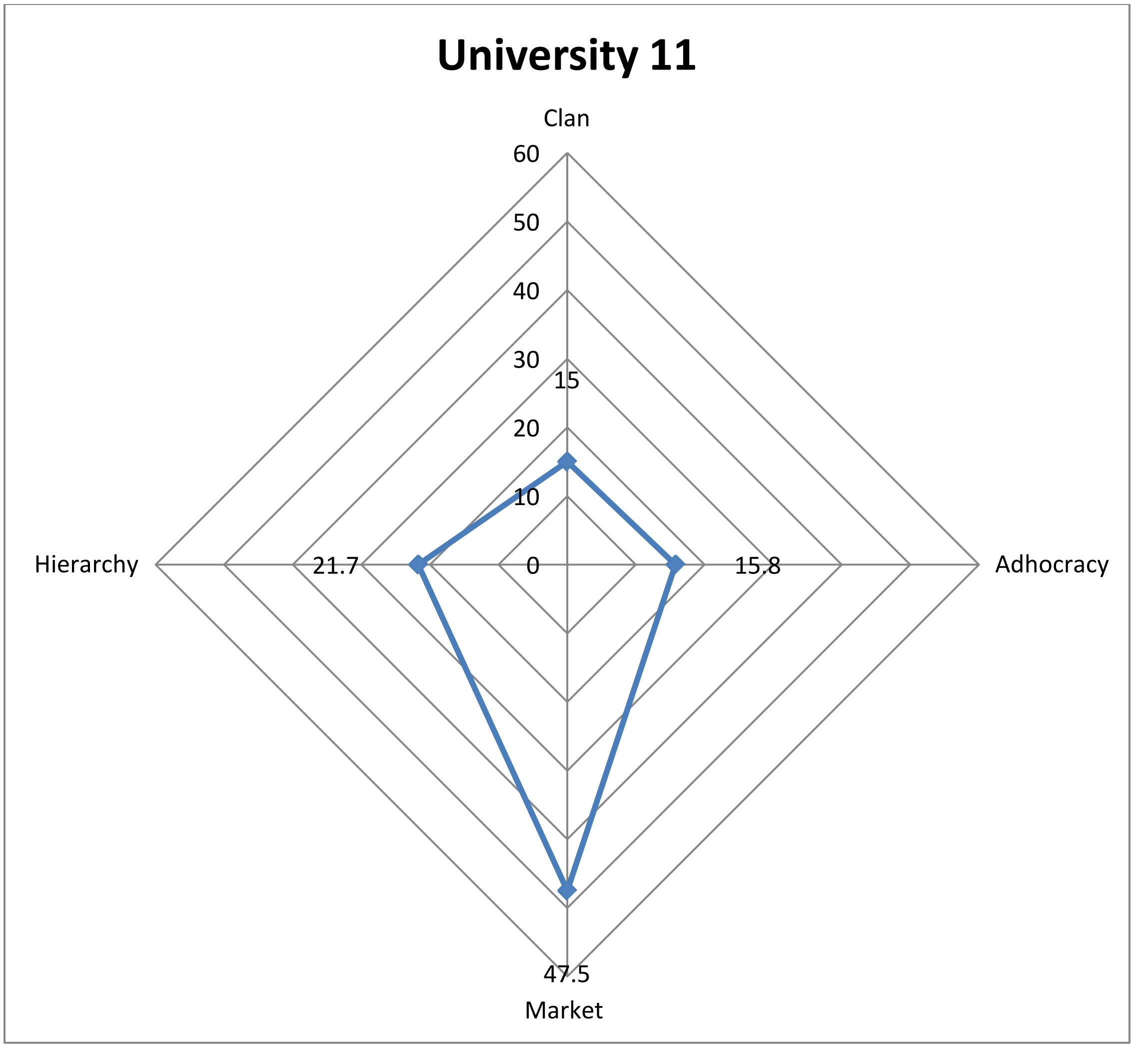

Figure 11. Culture Profile Plot of University 11

University 11, as illustrated in Figure 11, is dominated by the Market Culture (47.5). With a score of 47.5, the Market Culture is strong in strength.

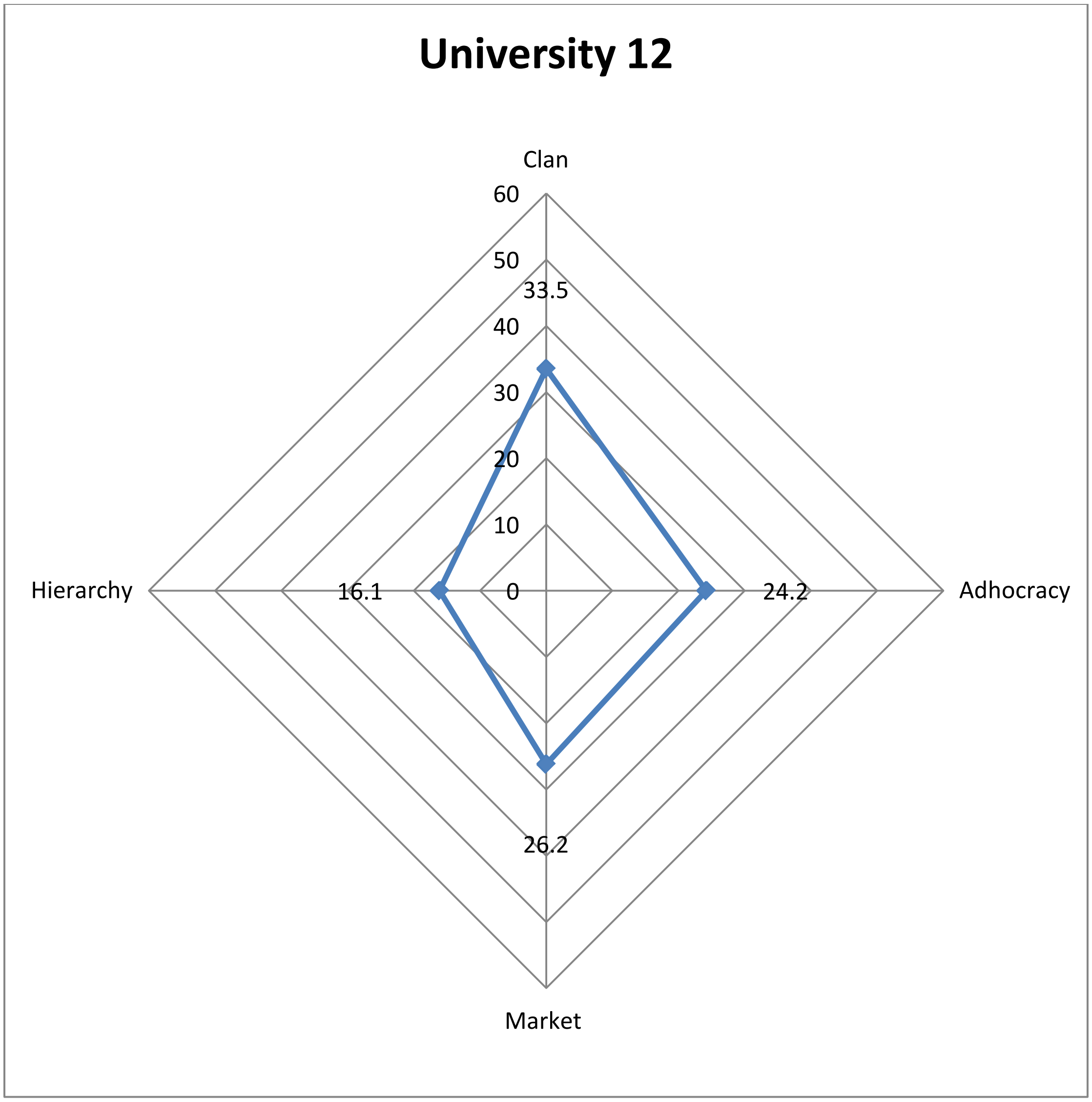

Figure 12. Culture Profile Plot of University 12

University 12, as illustrated in Figure 12, is dominated by the Clan Culture (33.5). With a score of 3.5, the Clan Culture is weak and part of a more balanced culture.

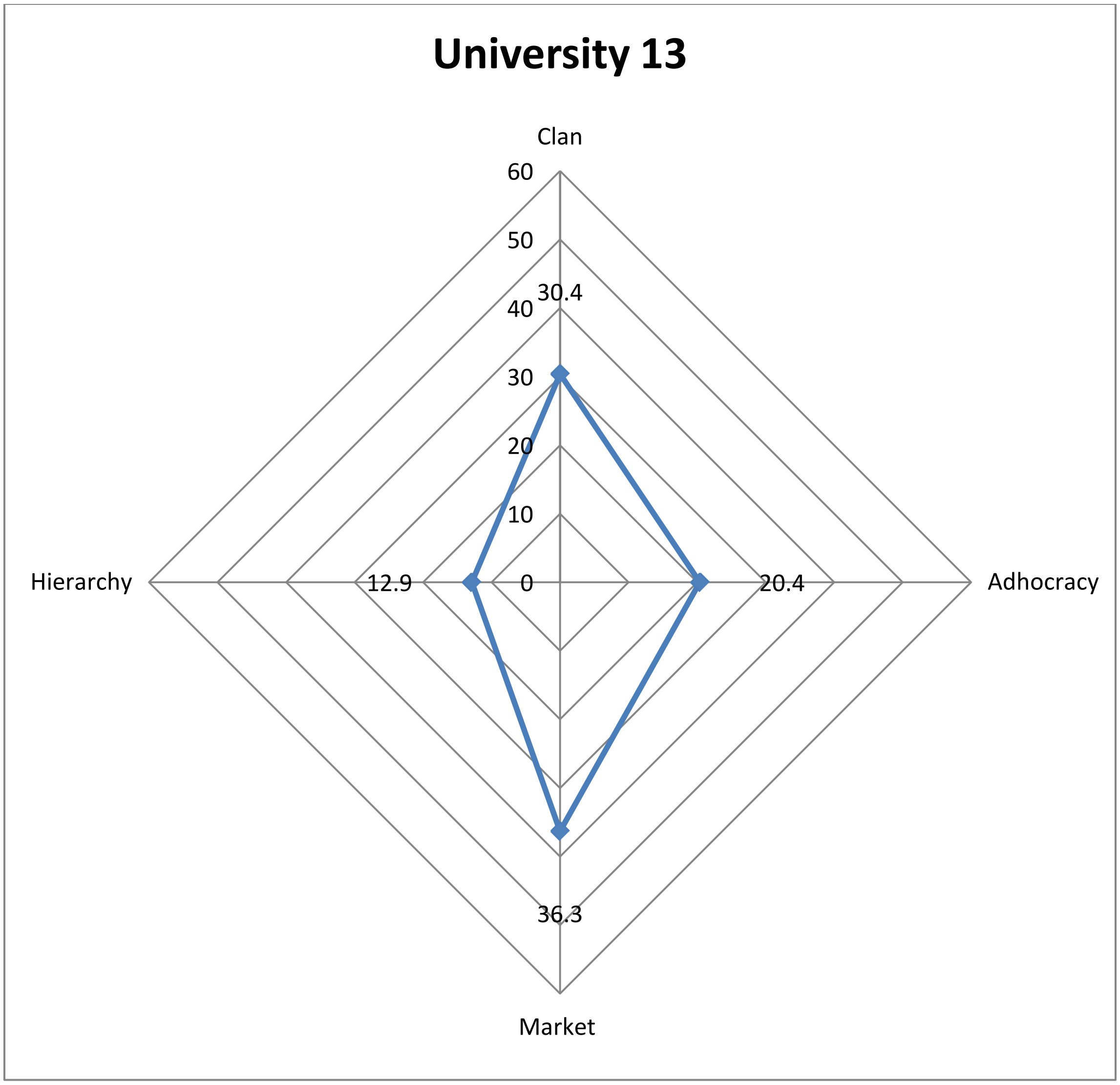

Figure 13. Culture Profile Plot of University 13

University 13, as illustrated in Figure 13, is dominated by the Market Culture (36.3). With a score of 36.3, the Market Culture is moderate in strength.

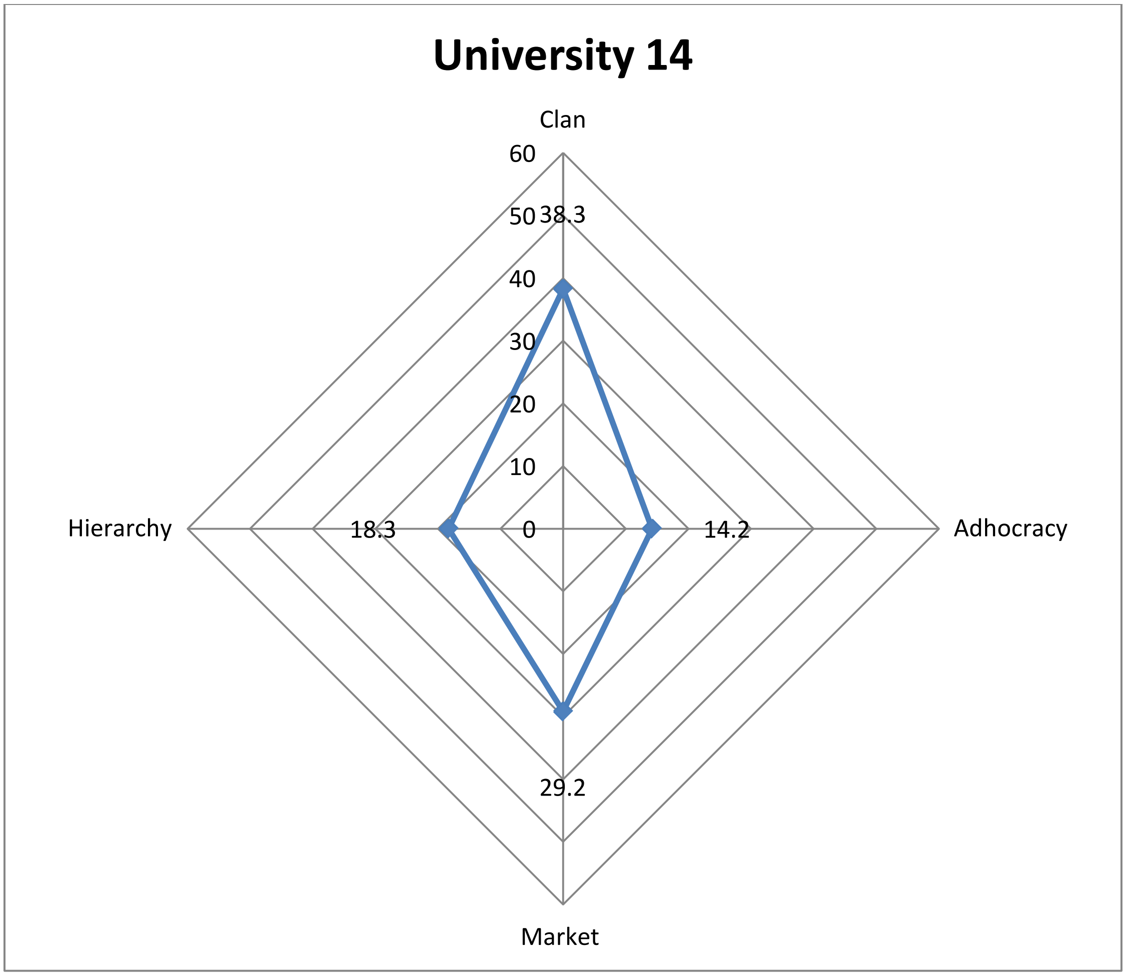

Figure 14. Culture Profile Plot of University 14

University 14, as illustrated in Figure 14, is dominated by the Clan Culture (38.3). With a score of 38.3, the Clan Culture is moderate in strength.

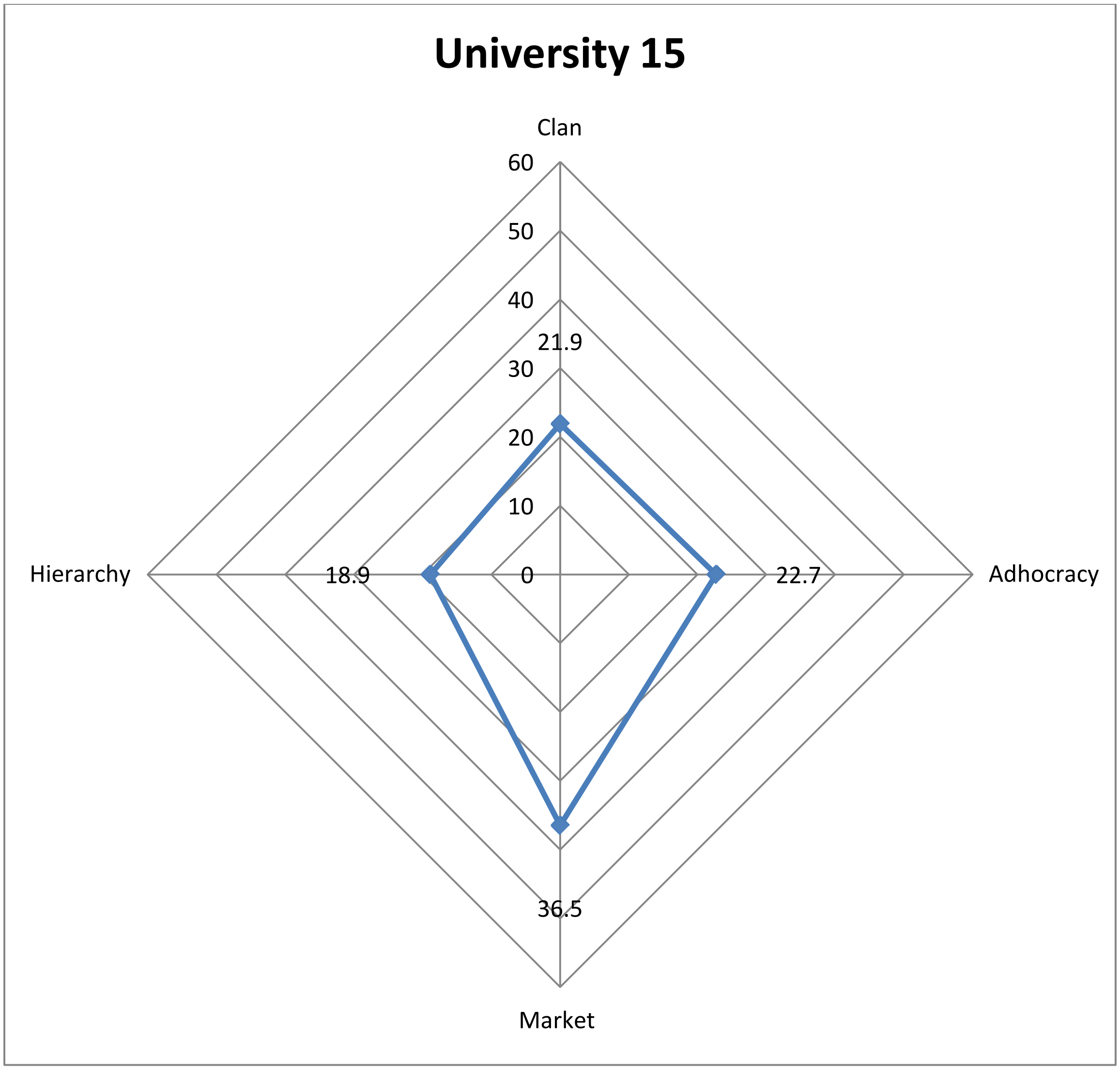

Figure 15. Culture Profile Plot of University 15

University 15, as illustrated in Figure 15, is dominated by the Market Culture (36.5). With a score of 36.5, the Market Culture is moderate in strength.

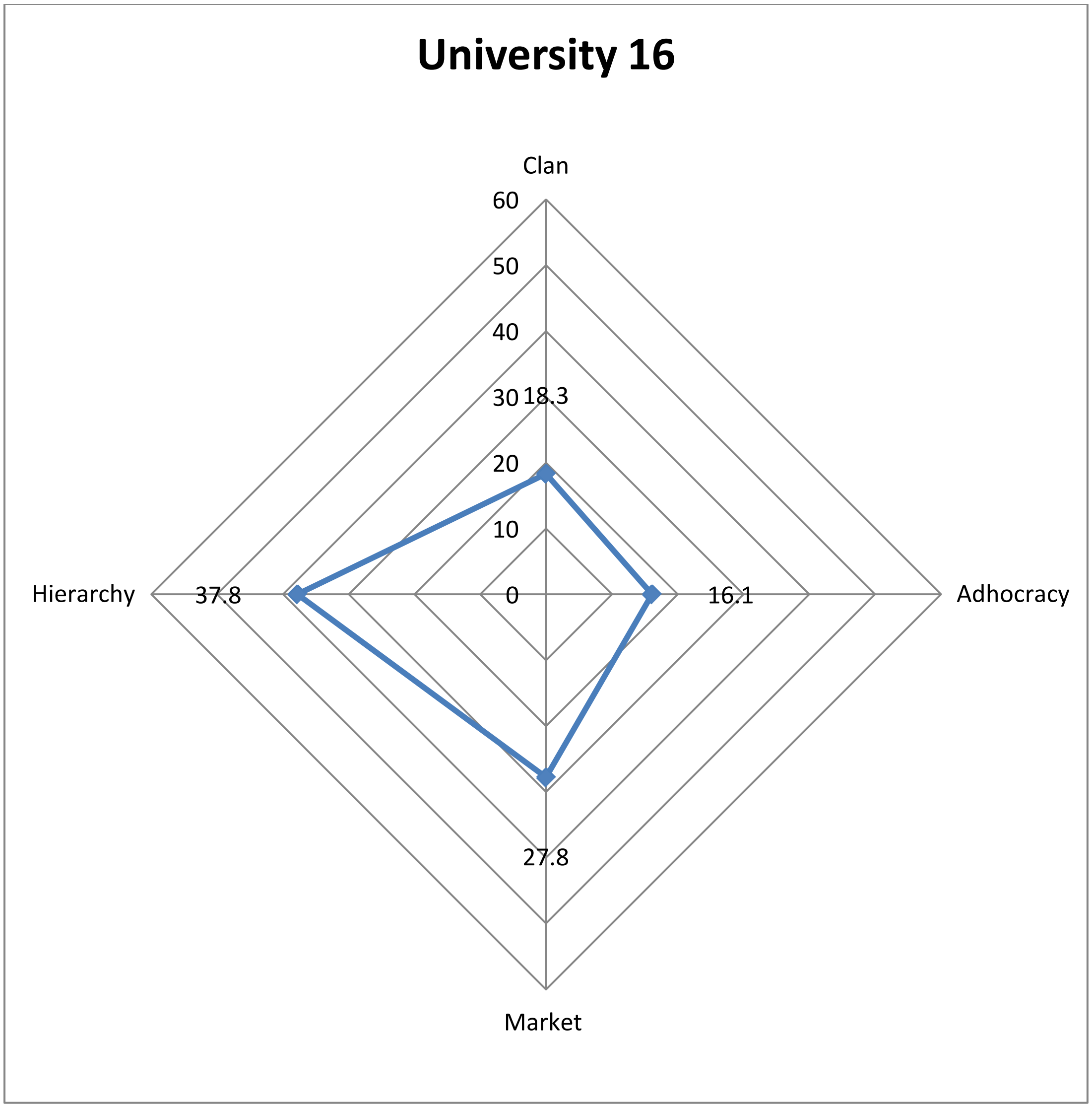

Figure 16. Culture Profile Plot of University 16

University 16, as illustrated in Figure 16, is dominated by the Hierarchy Culture (37.8). With a score of 37.8, the Hierarchy Culture is moderate in strength.

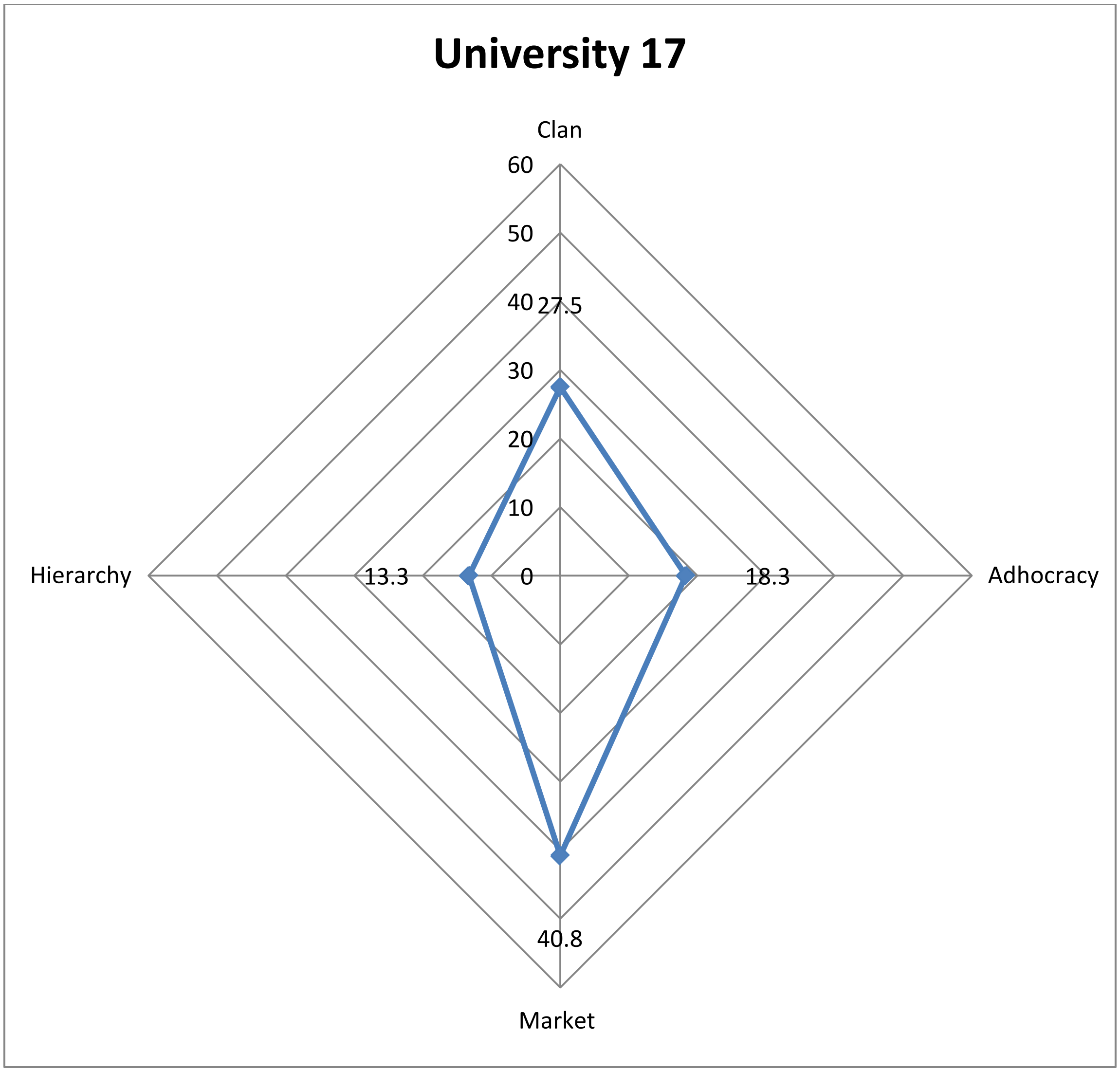

Figure 17. Culture Profile Plot of University 17

University 17, as illustrated in Figure 17, is dominated by the Market Culture (40.8). With a score of 40.8, the Market Culture is strong in strength.

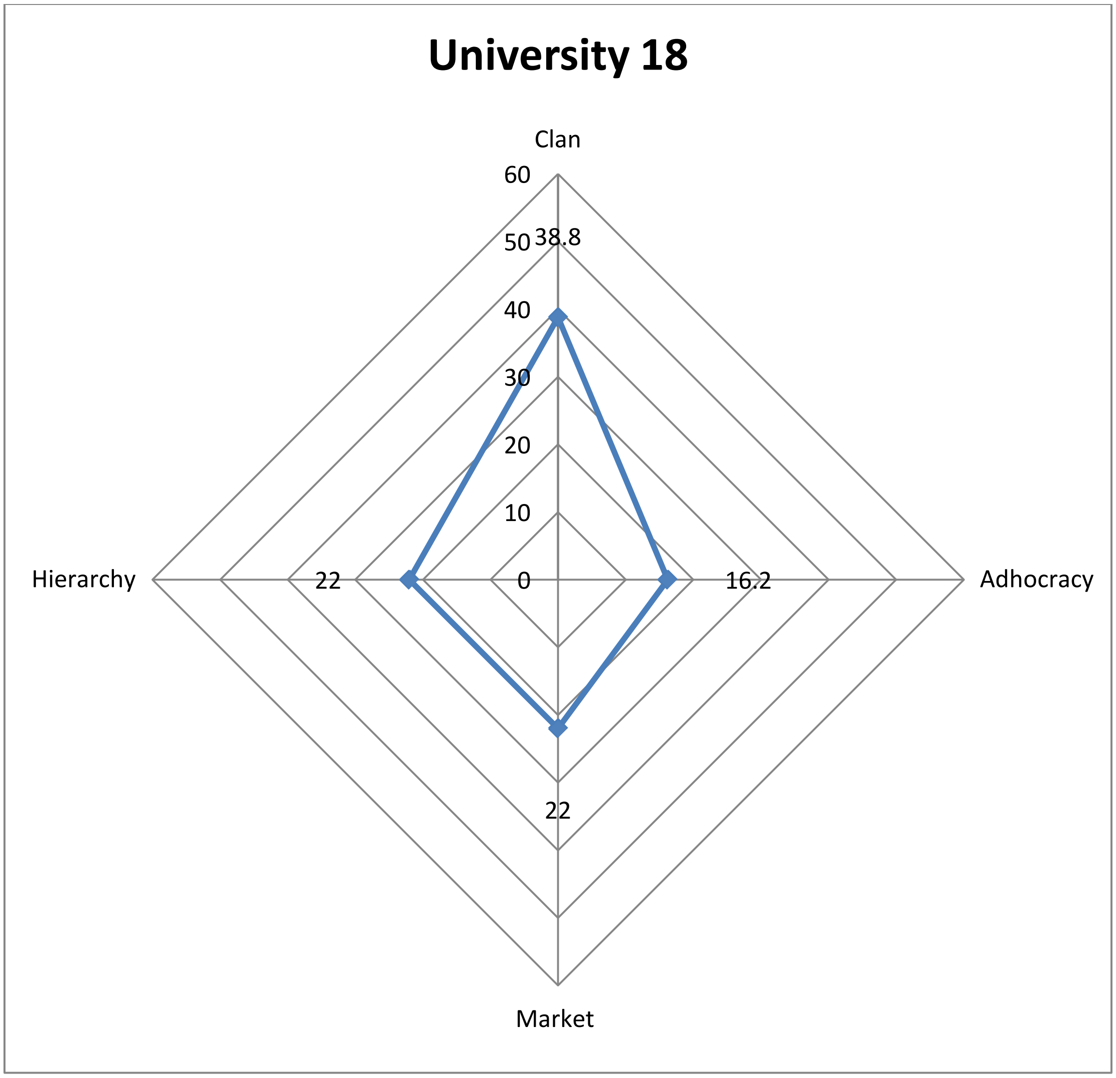

Figure 18. Culture Profile Plot of University 18

University 18, as illustrated in Figure 18, is dominated by the Clan Culture (38.8). With a score of 38.8, the Clan Culture is moderate in strength.

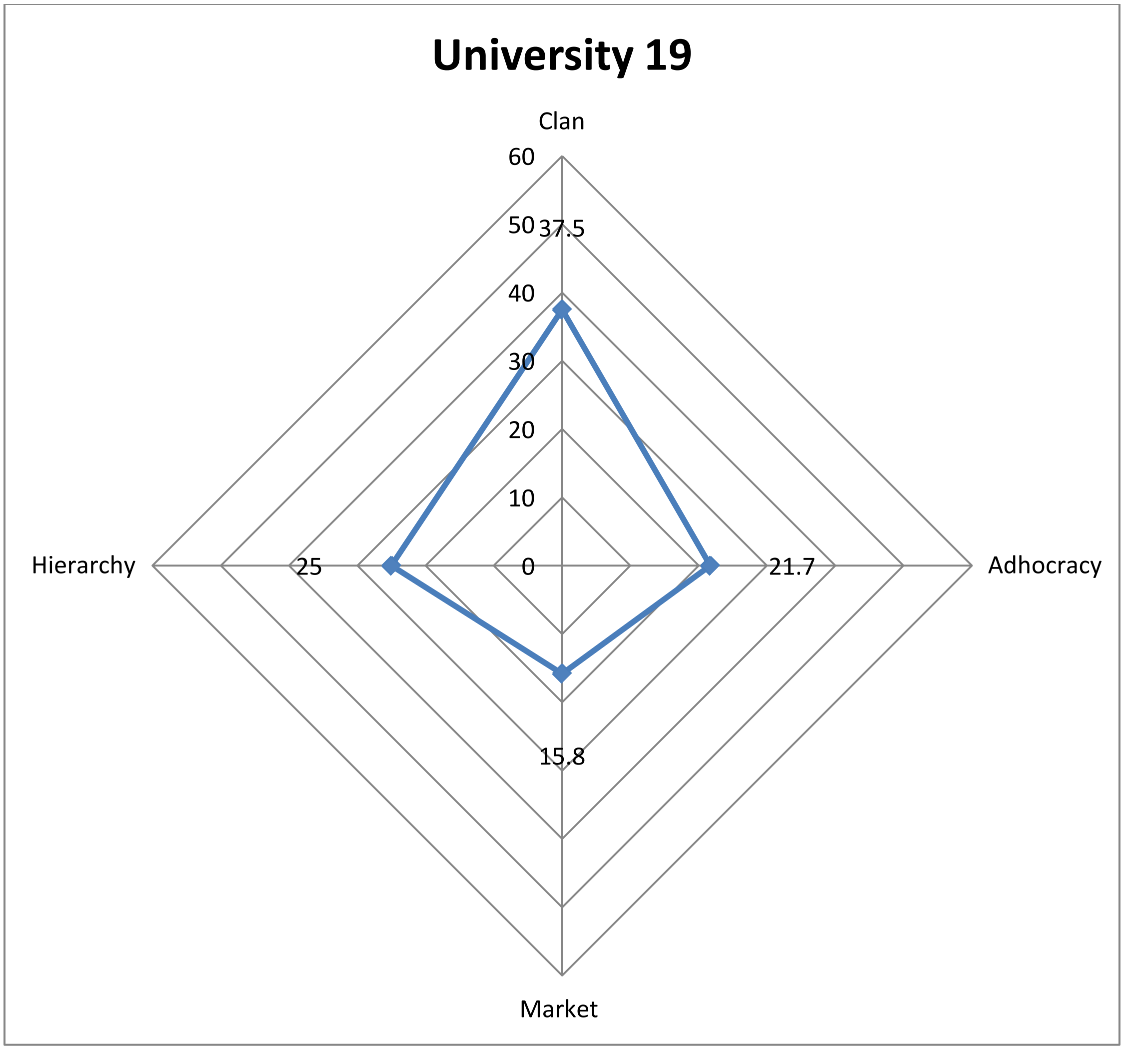

Figure 19. Culture Profile Plot of University 19

University 19, as illustrated in Figure 19, is dominated by the Clan Culture (37.5). With a score of 37.5, the Clan Culture is moderate in strength.

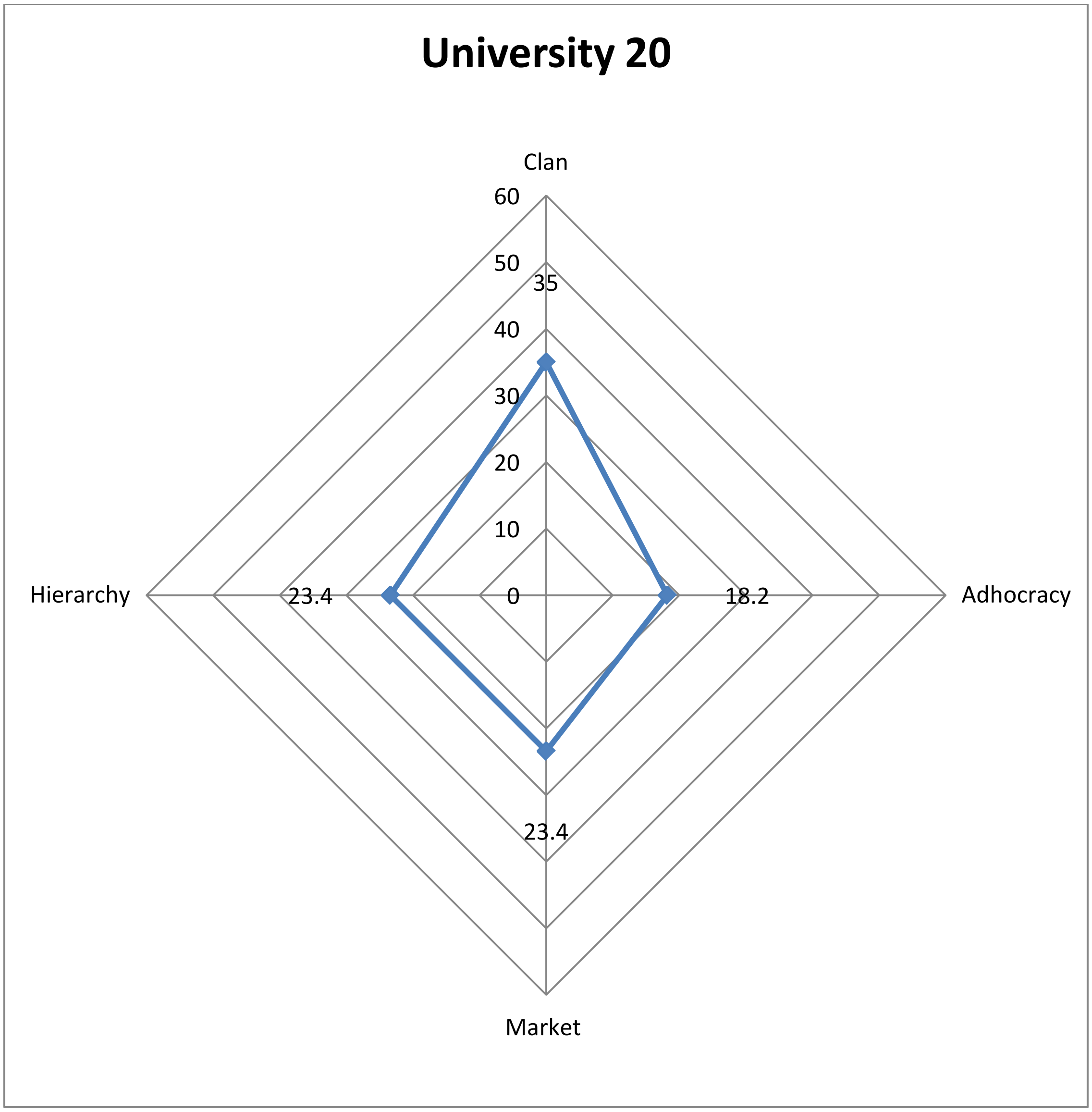

Figure 20. Culture Profile Plot of University 20

University 20, as illustrated in Figure 20, is dominated by the Clan Culture (35). With a score of 35, the Clan Culture is moderate in strength.

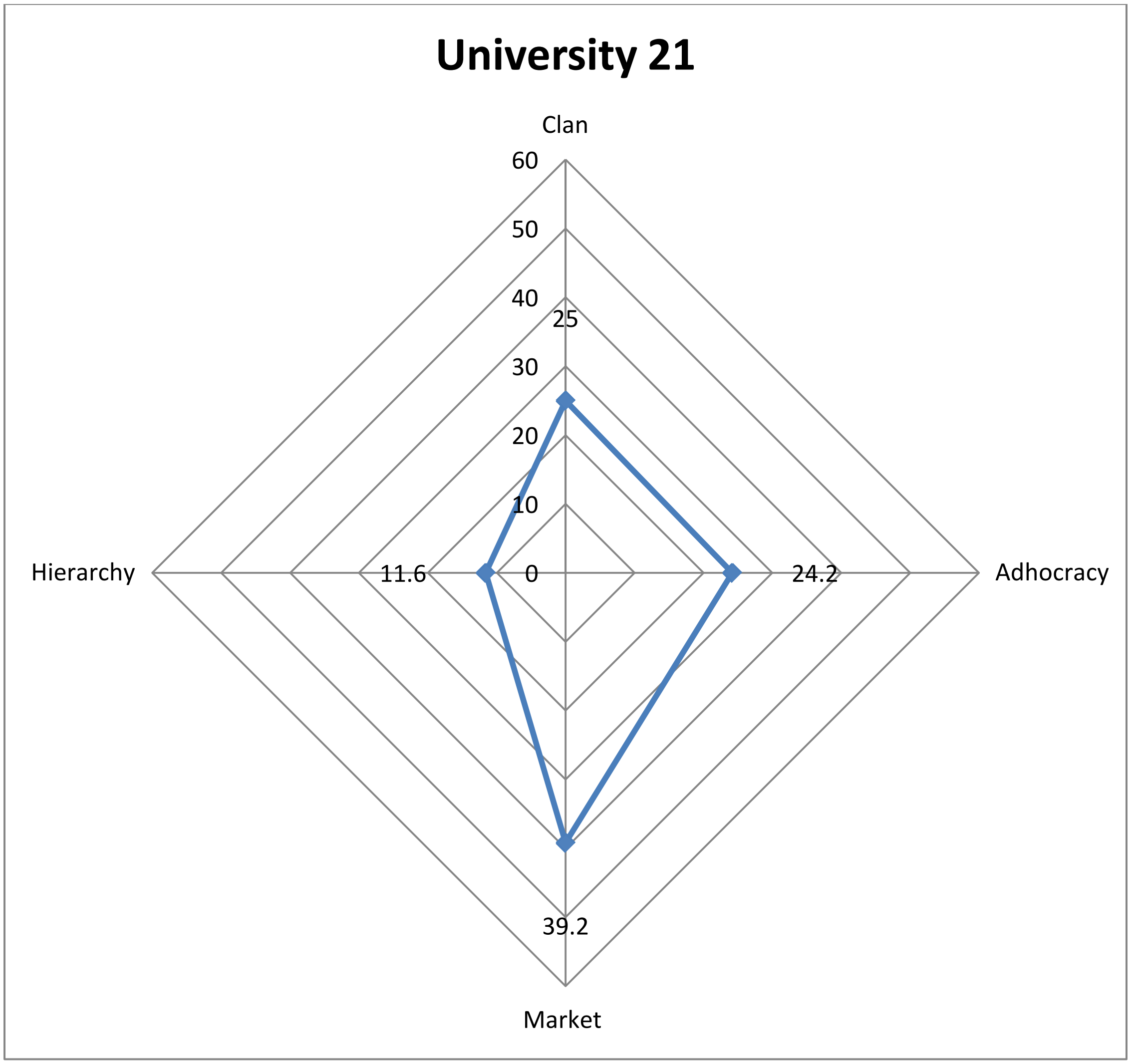

Figure 21. Culture Profile Plot of University 21

University 21, as illustrated in Figure 21, is dominated by the Market Culture (39.2). With a score of 39.2, the Market Culture is moderate in strength.

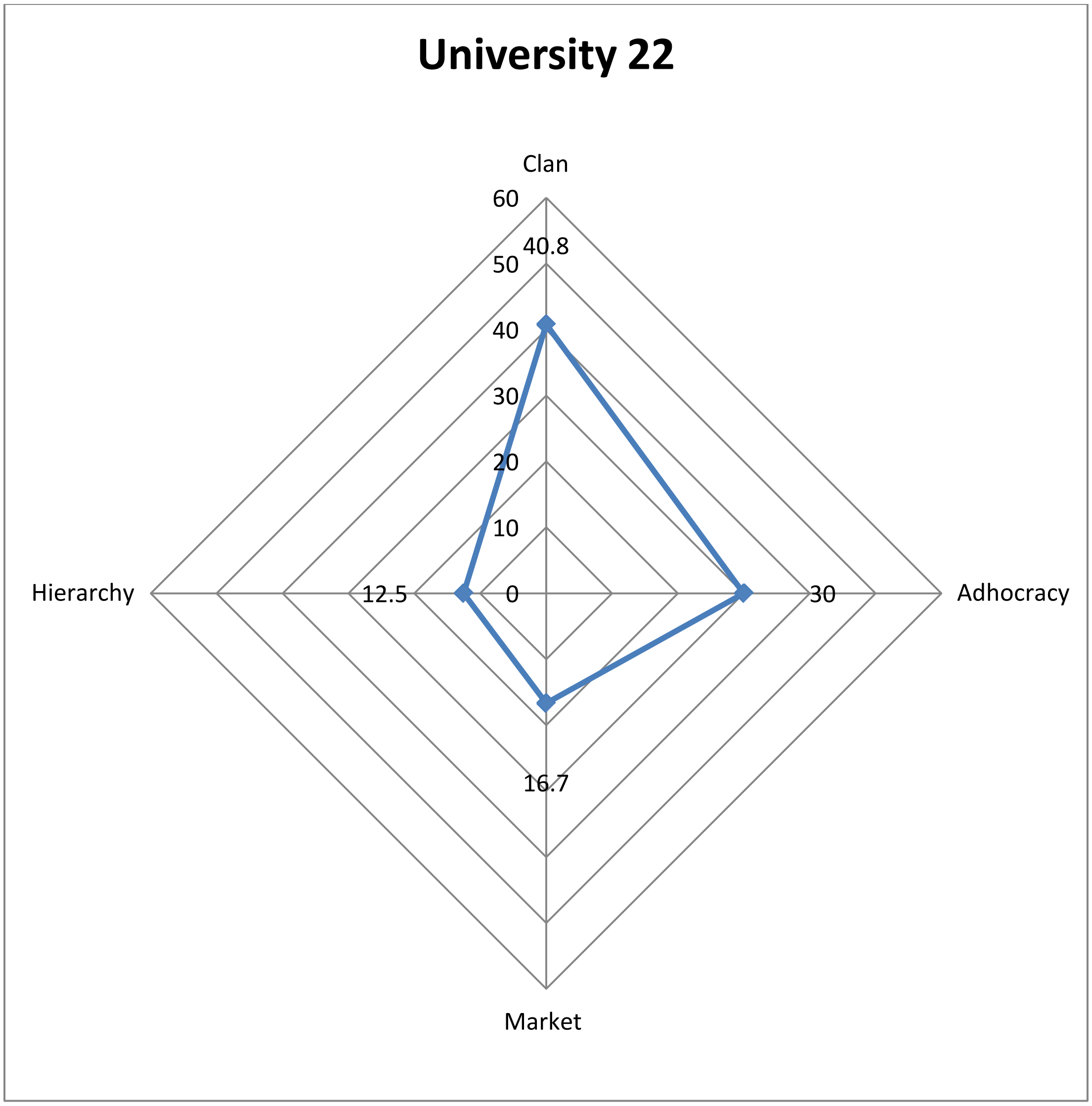

Figure 22. Culture Profile Plot of University 22

University 22, as illustrated in Figure 22, is dominated by the Clan Culture (40.8). With a score of 40.8, the Clan Culture is strong in strength.

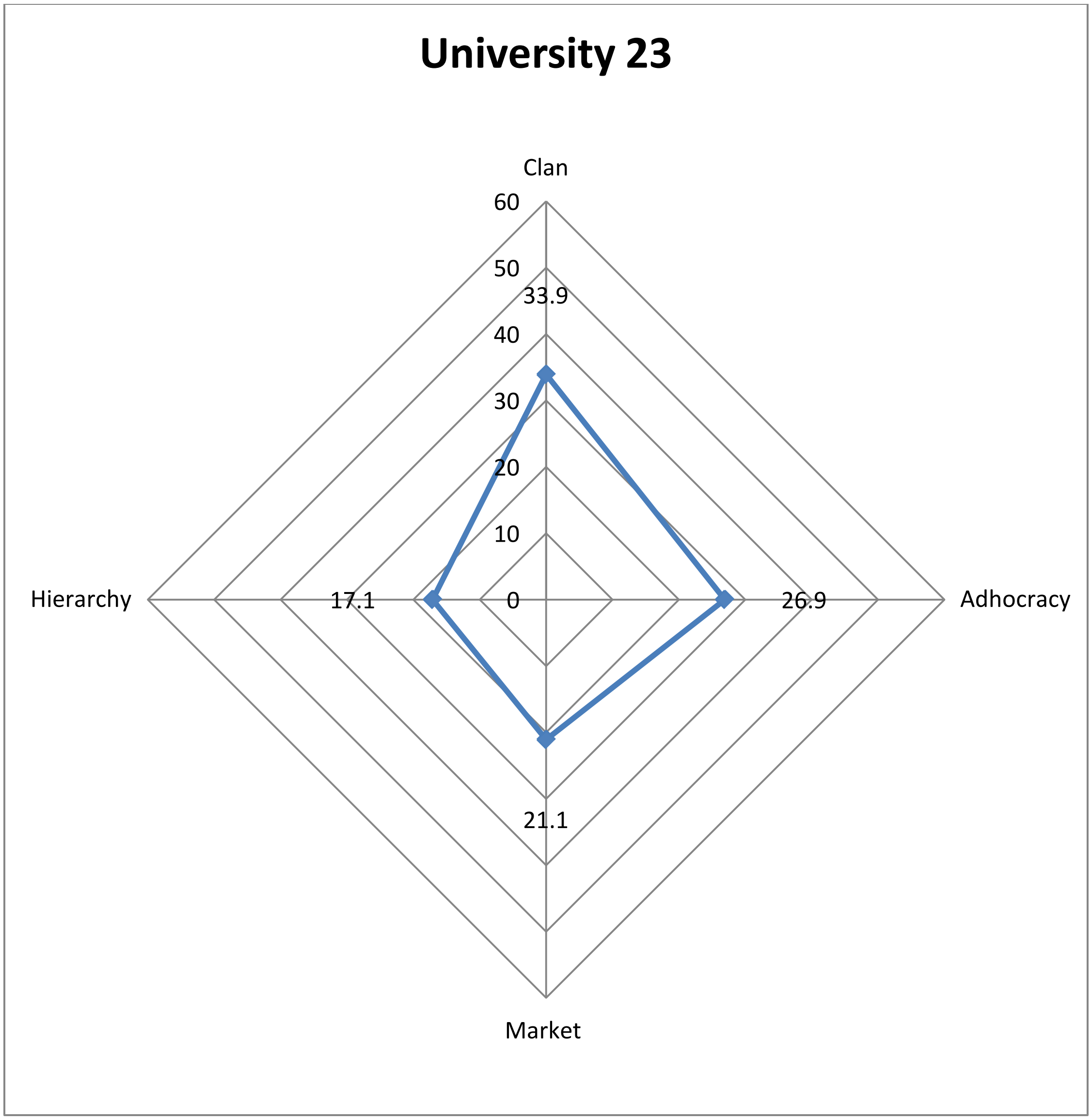

Figure 23. Culture Profile Plot of University 23

University 23, as illustrated in Figure 23, is dominated by the Clan Culture (33.9). With a score of 33.9, the Clan Culture is weak in strength and part of a more balanced culture.

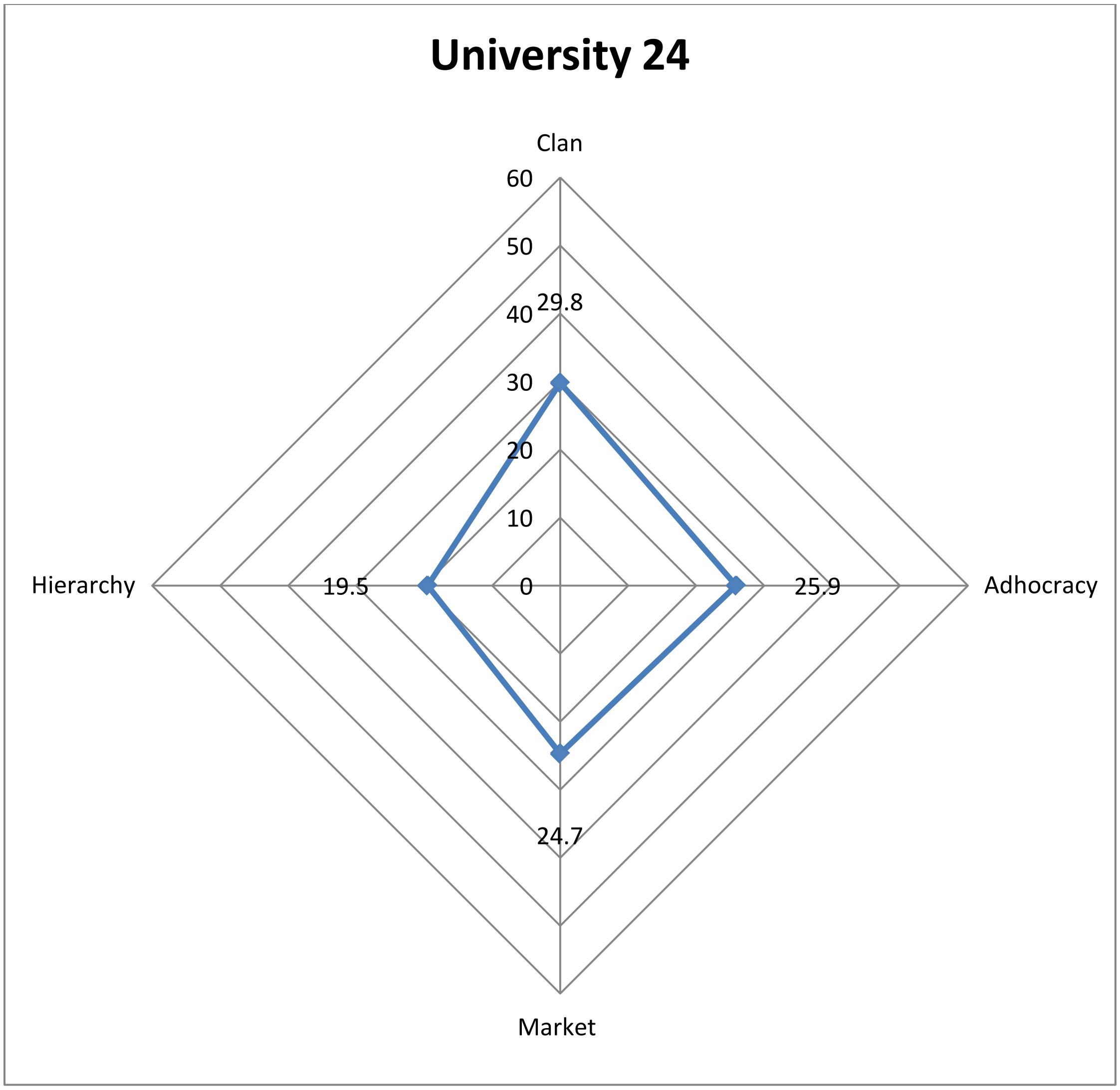

Figure 24. Culture Profile Plot of University 24

University 24, as illustrated in Figure 24, is dominated by the Clan Culture (29.8). With a score of 29.8, the Clan Culture is weak in strength and part of a more balanced culture.

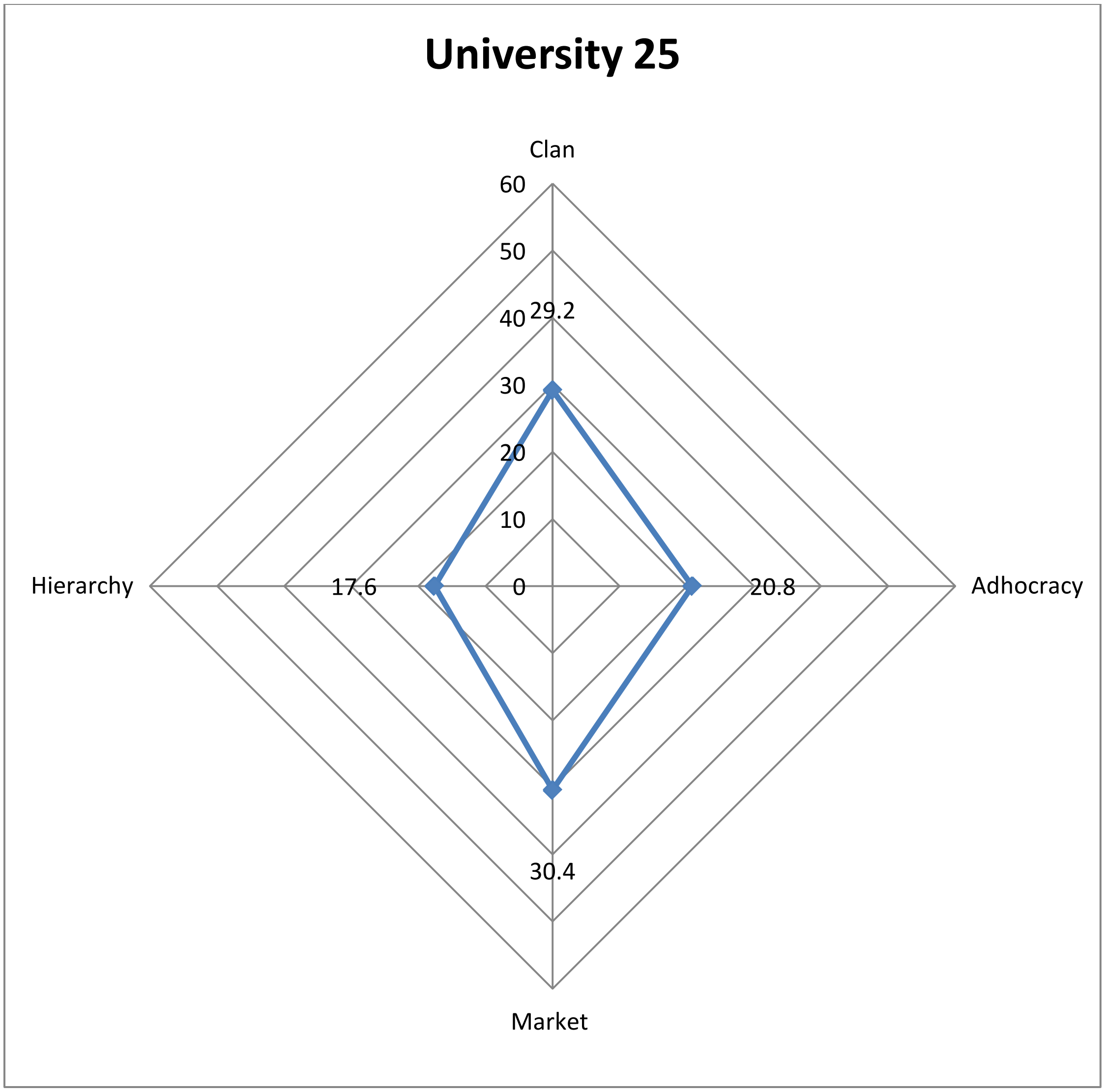

Figure 25. Culture Profile Plot of University 25

University 25, as illustrated in Figure 25, is dominated by the Market Culture (30.4). With a score of 30.4, the Market Culture is weak in strength and part of a more balanced culture.

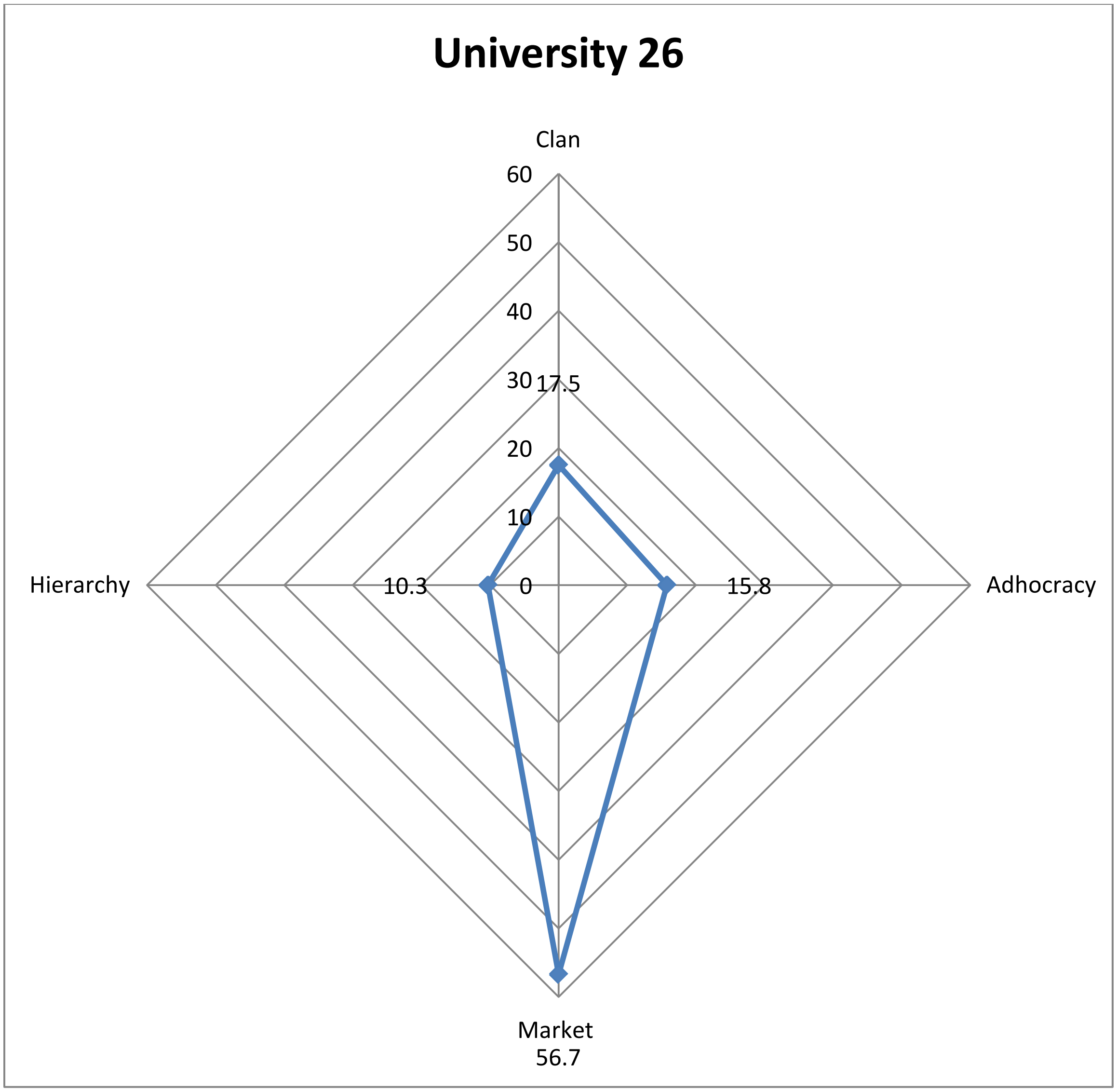

Figure 26. Culture Profile Plot of University 26

University 26, as illustrated in Figure 26, is dominated by the Market Culture (56.7). With a score of 56.7, the Market Culture is strong in strength.

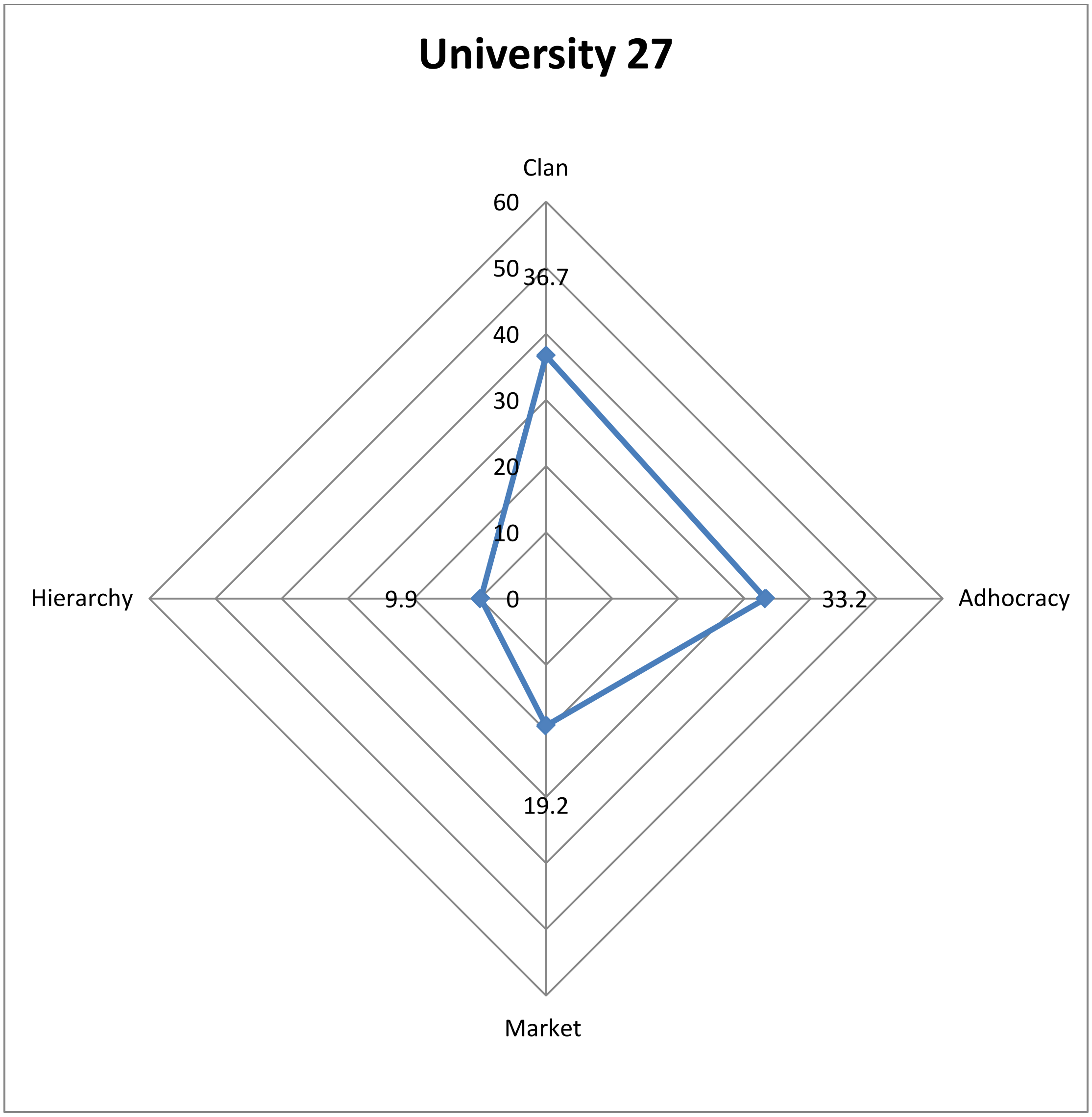

Figure 27. Culture Profile Plot of University 27

University 27, as illustrated in Figure 27, is dominated by the Clan Culture (36.7). With a score of 36.7, the Clan Culture is moderate in strength.

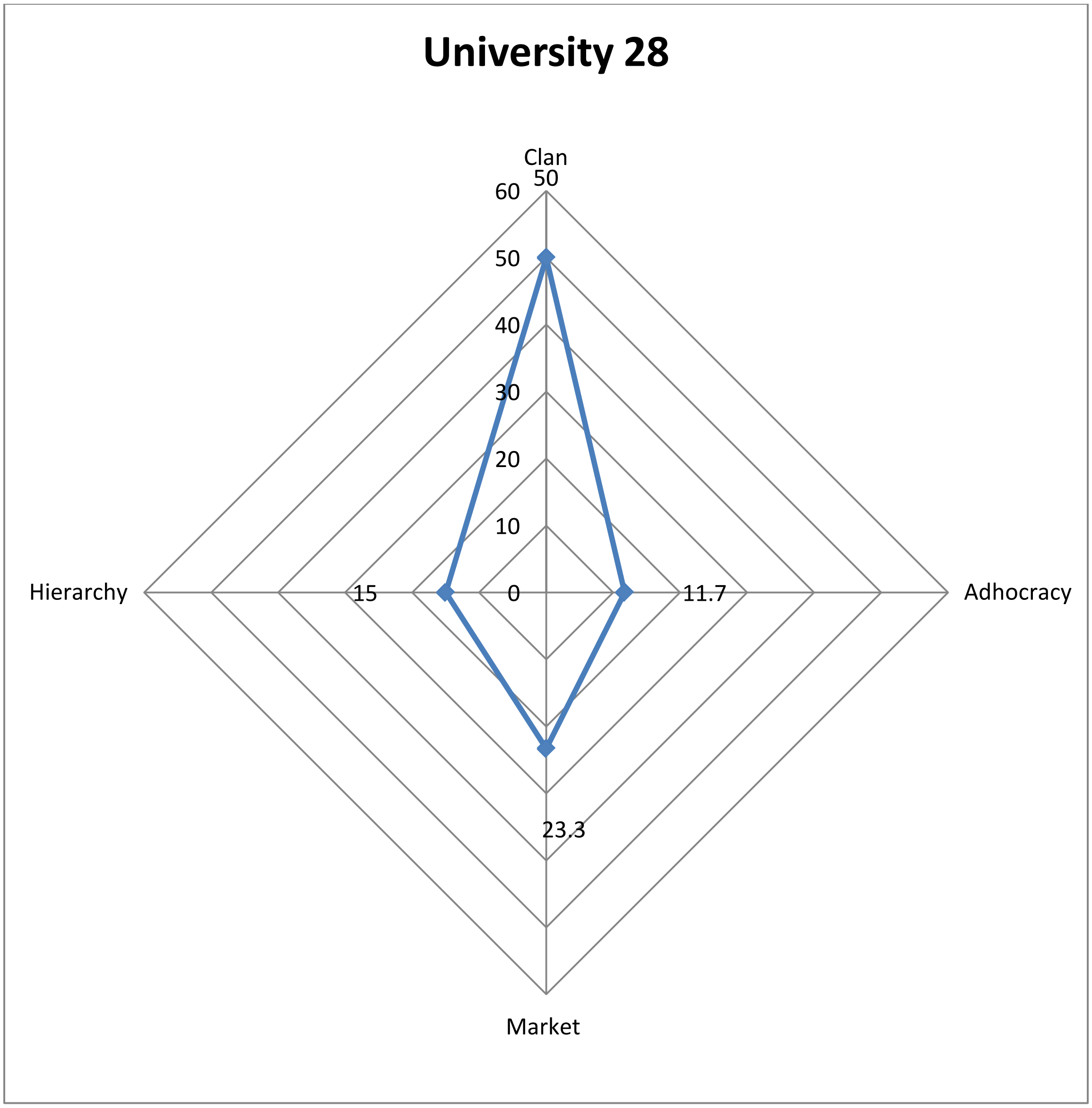

Figure 28. Culture Profile Plot of University 28

University 28, as illustrated in Figure 28, is dominated by the Clan Culture (50). With a score of 50, the Clan Culture is strong in strength.

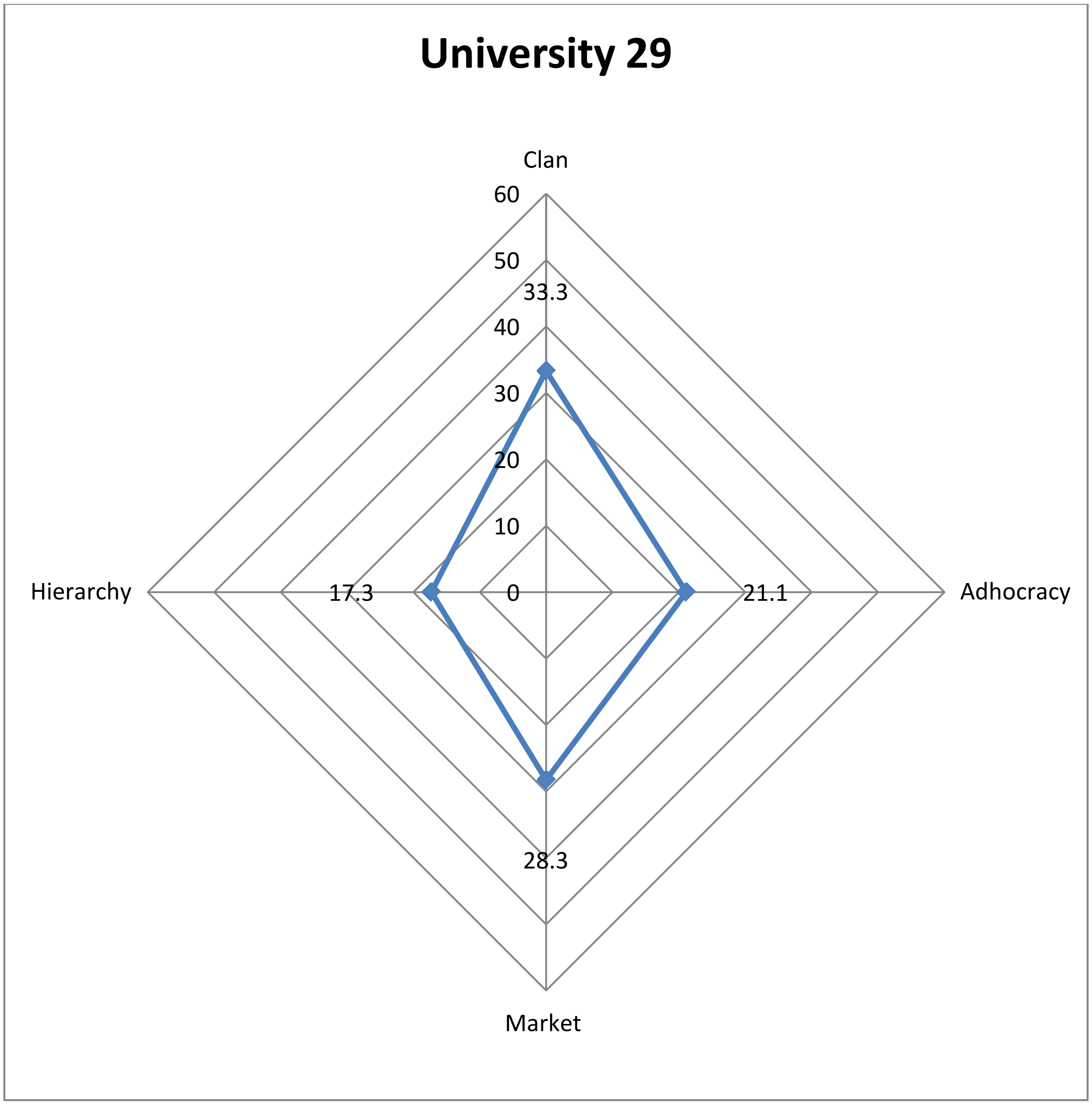

Figure 29. Culture Profile Plot of University 29

University 29, as illustrated in Figure 29, is dominated by the Clan Culture (33.3). With a score of 33.3, the Clan Culture is weak in strength and part of a more balanced culture.

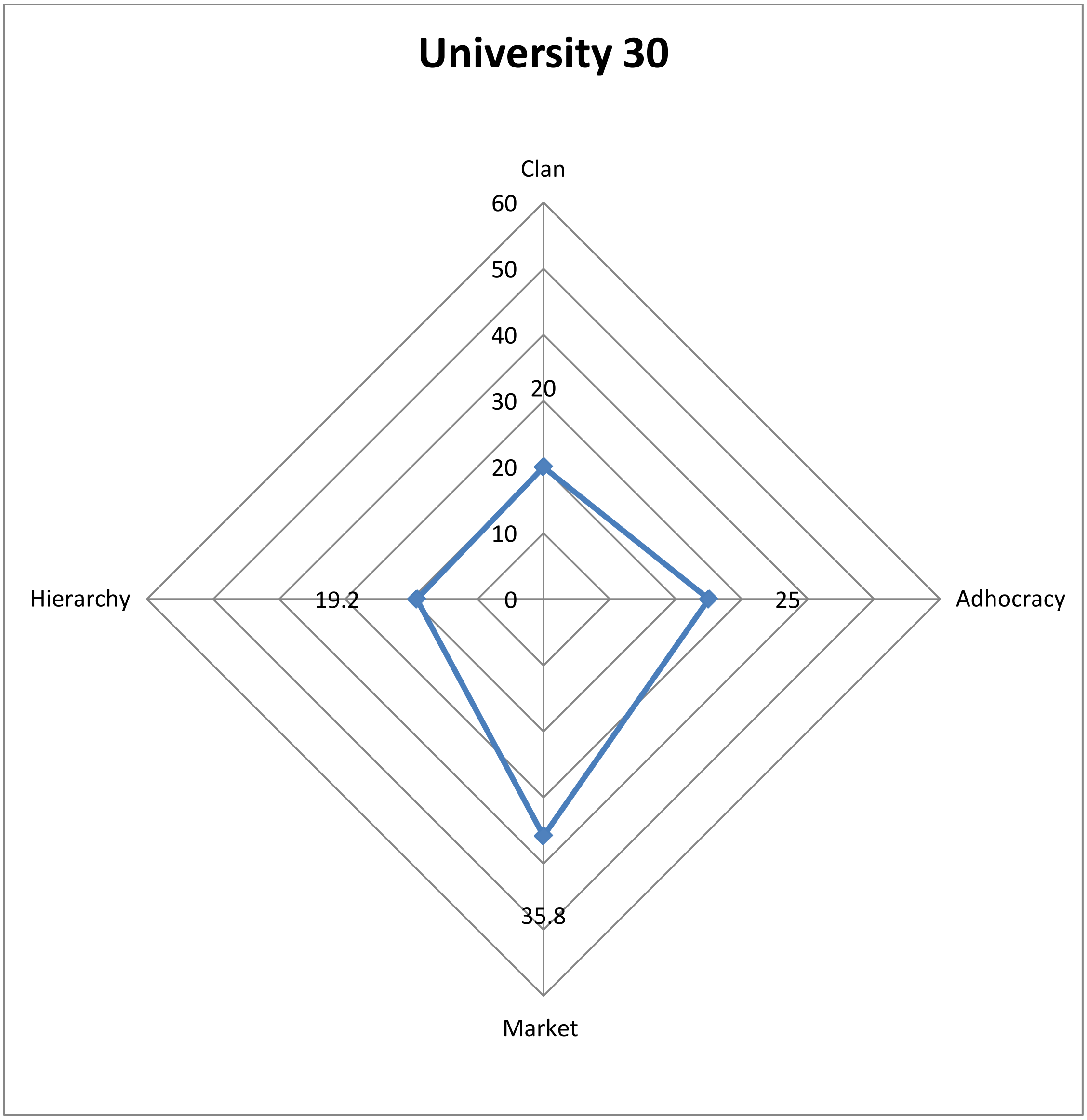

Figure 30. Culture Profile Plot of University 30

University 30, as illustrated in Figure 30, is dominated by the Market Culture (35.8). With a score of 35.8, the Market Culture is moderate in strength.

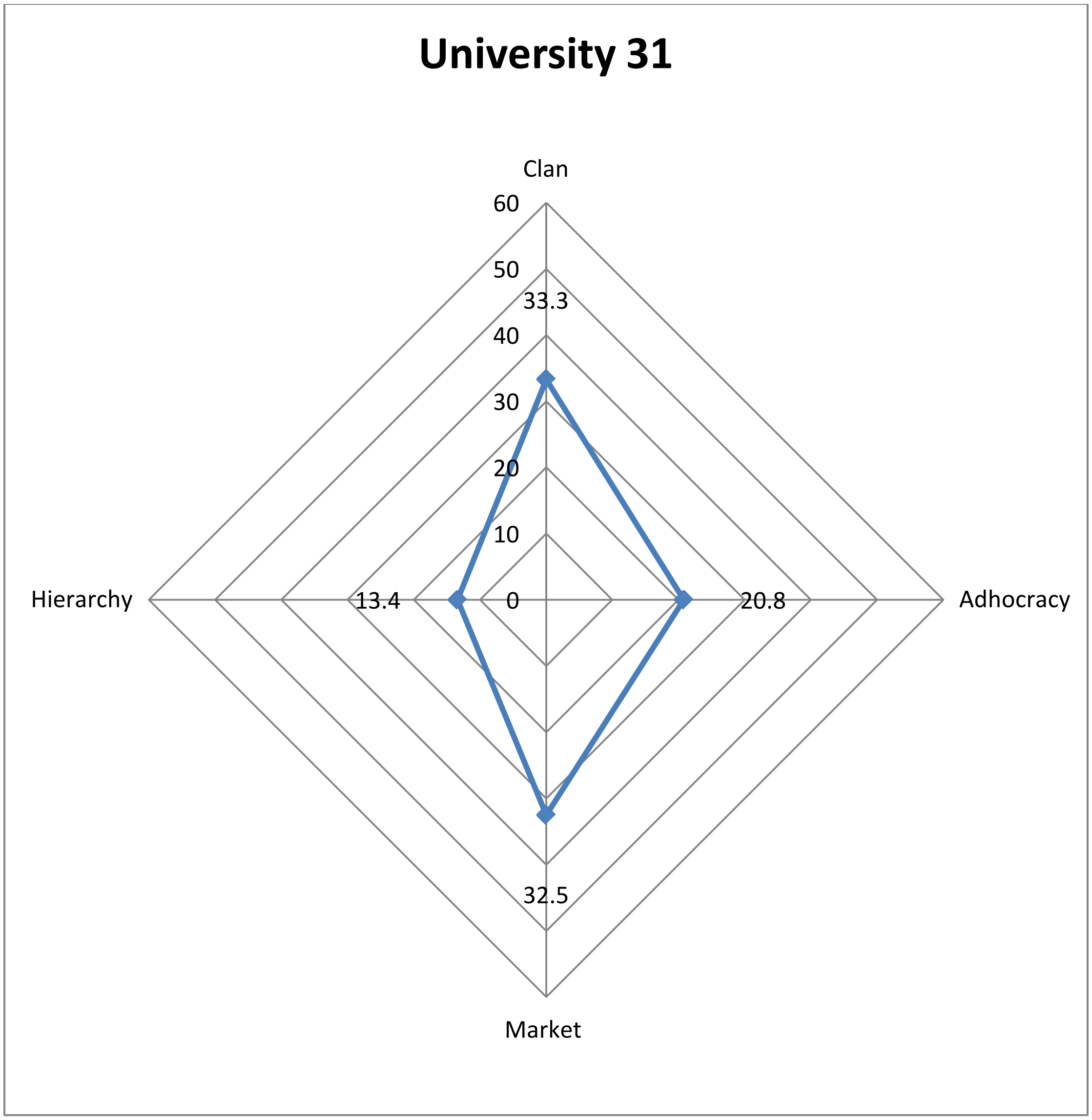

Figure 31. Culture Profile Plot of University 31

University 31, as illustrated in Figure 31, is dominated by the Clan Culture (33.3). With a score of 33.3, the Clan Culture is weak in strength and part of a more balanced culture..

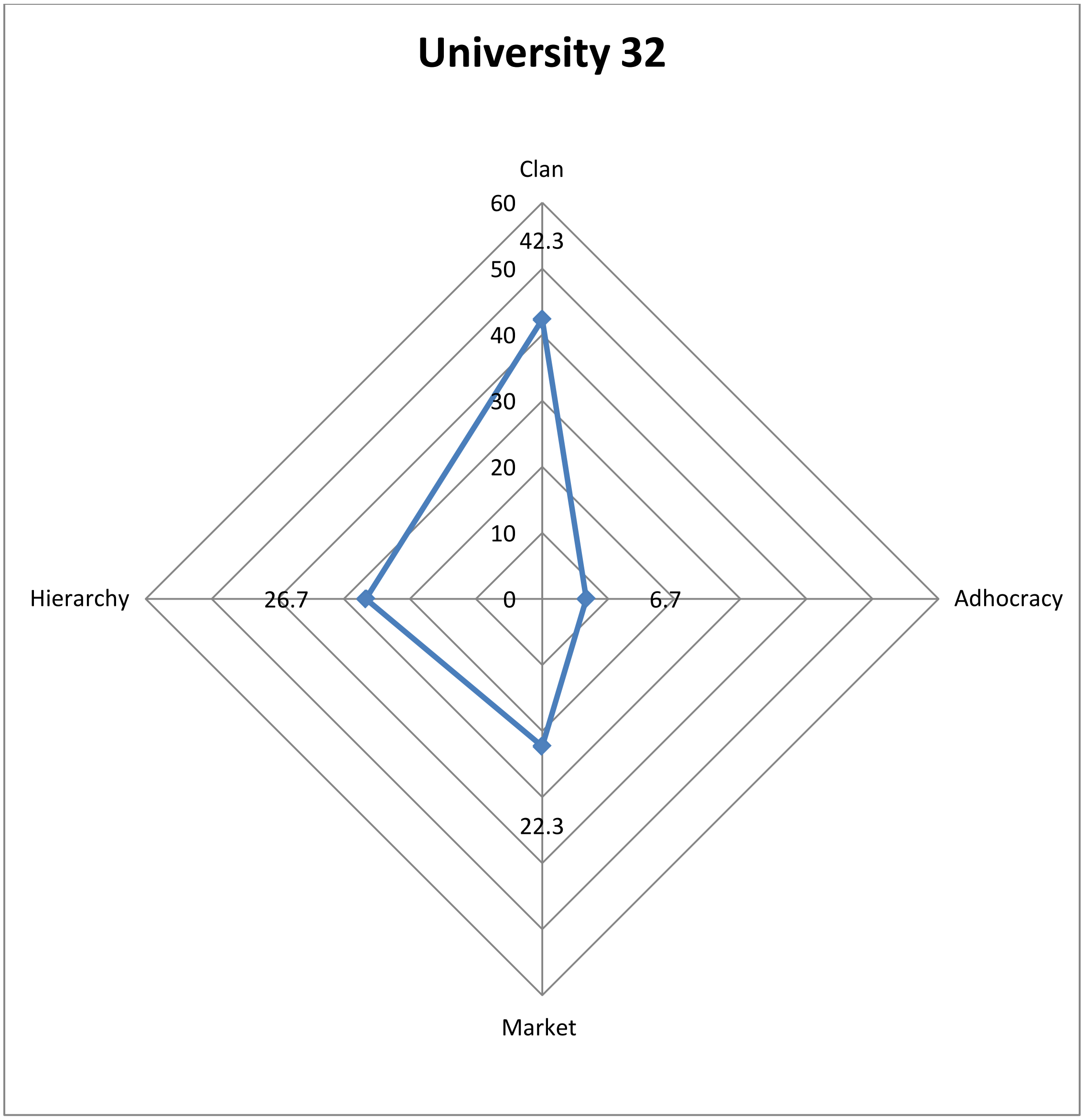

Figure 32. Culture Profile Plot of University 32

University 32, as illustrated in Figure 32, is dominated by the Clan Culture (42.3). With a score of 42.3, the Clan Culture is strong in strength.

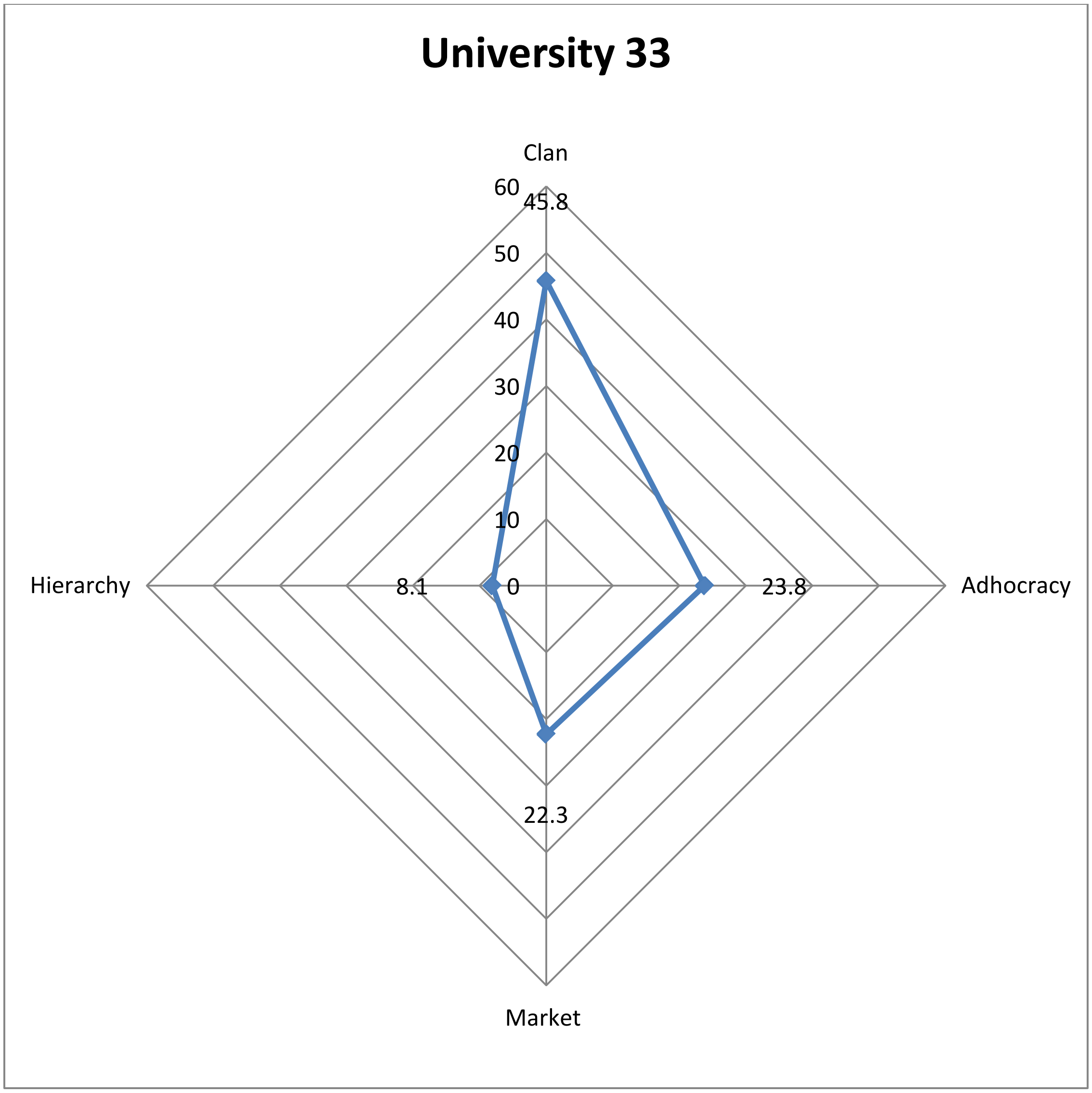

Figure 33. Culture Profile Plot of University 33

University 33, as illustrated in Figure 33, is dominated by the Clan Culture (45.8). With a score of 45.8, the Clan Culture is strong in strength.

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