

2016

## NCAA Men's Ice Hockey Championship

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**CONCORDIA UNIVERSITY, ST. PAUL: ST. PAUL, MINNESOTA  
DEPARTMENT OF KINESIOLOGY AND HEALTH SCIENCES**

**NCAA Men's Ice Hockey Championship**

**A GRADUATE PROJECT  
SUBMITTED TO THE GRADUATE FACULTY  
in partial fulfillment of the requirements  
for the degree of  
Master of Arts Degree in Sport Management**

**by  
Lindsay Currie  
St. Paul, Minnesota  
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### **Dedications**

To Nick, without you and Hobey, this would not be possible. Thanks for helping me achieve my dreams.

## **Abstract**

This emphasis of this capstone is the NCAA Men's Division I Frozen Four ice hockey championship tournament. For the sake of this paper, aside from the risk management plan in chapter five, the paper's concentration is the 2015 Frozen Four in Boston, Massachusetts. This paper focuses on all areas of executing a National Collegiate Athletic Association Championship event. The areas are organized into chapters relating to overall sport management. Chapter One focuses on the NCAA as an organization and the event history. Chapter Two discusses the Frozen Four as an event and discusses the financial figures related to hosting the event. From there a thorough marketing plan covering the 10 P's of marketing is covered in the next chapter. All areas of building event and sport awareness are covered and plans of execution are included. For event execution to run smoothly, proper employee training and planning must be covered. Effective leaders and managers must obtain both task-oriented and relationship-oriented skills. Those approaches to leadership and management are covered in Chapter Four. The NCAA does an outstanding job at hosting the Division I Men's Ice Hockey Championship year in and year out. However, an ethical issues arose while researching the topic regarding the National Collegiate Women's Ice Hockey. The event is meant to be the equivalent to the Men's Championship but lacks in effort which is discussed in Chapter Six. The final piece to this paper related to the time spent pursuing a degree in sport management, future career plans, and personal growth.

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## **Chapter One: Organization Introduction**

The NCAA is the governing body for over 1,200 institutions and member conferences in the United States. The NCAA “is a membership-driven organization dedicated to safeguarding the well-being of student-athletes and equipping them with the skills to succeed on the playing field, in the classroom and throughout life” (NCAA.org, para. 1). The organization was founded in March 1906 under the name of Intercollegiate Athletic Association of the United States (IAAUS) taking its existing name of NCAA in 1910.

As stated in the 2015- 2016 NCAA Division II Manual;

The competitive athletics programs of member institutions are designed to be a vital part of the educational system. A basic purpose of this Association is to maintain intercollegiate athletics as an integral part of the educational program and the athlete as an integral part of the student body and, by so doing, retain a clear line of demarcation between intercollegiate athletics and professional sports. (p. 1)

The NCAA requires its member institutions, conference offices, and national office staff to be dedicated to a set of core values established by the association. The NCAA Strategic Plan (2004) lists core values as:

The collegiate model of athletics in which students participate as an avocation, balancing their academic, social and athletics experiences. The highest levels of integrity and sportsmanship. The pursuit of excellence in both academics and athletics. The supporting role that intercollegiate athletics plays in the higher education mission and in enhancing the sense of community and strengthening the identity of member institutions. An inclusive culture that fosters equitable

participation for student-athletes and career opportunities for coaches and administrators from diverse backgrounds. Respect for institutional autonomy and philosophical differences. Presidential leadership of intercollegiate athletics at the campus, conference and national levels. (p. 3)

In 2015, the NCAA will host 89 national championship tournaments amongst three separate divisions annually. The first NCAA championship event was in 1921, being the National Collegiate Track and Field Championships. This was the beginning of the generation of additional championships with a total of 89 as of the 2015-2016 academic year. The NCAA is known for hosting first-class events for both collegiate athletes and fans. As stated in the NCAA Strategic Plan (2004), the association's purpose is "to govern competition in a fair, safe, equitable and sportsmanlike manner, and to integrate intercollegiate athletics into higher education so that the educational experience of the student-athlete is paramount" (p. 3).

The NCAA has many objectives, one being hosting 89 championship events across all three divisions over the course of the academic year. For those 89 championships, the association has its own mission statement relative to the championship experience. The championship mission is to provide all involved in the championship event with a memorable experience that they otherwise could not receive. Each NCAA varsity sport has a designated committee that works on the planning, organizing, and facilitating of the event annually. These committees are made up of coaches and administrators from member institutions and conference offices, in addition to national office staff members. While the organization's sole purpose is not to host championship events, this is something the association would like each of its student-athletes to experience.



The above mission, purpose, and core values have been generated by the NCAA Executive Committee as a guide for the member institutions and conference offices to model each program after in order to fulfill the purpose of the association. Collectively the NCAA and each championship host makes it their mission to provide each student- athlete in all 89 championships with the same experience. Providing a championship experience while advocating for the importance of higher education is the reasoning to the success of the association.

## **Chapter Two: Event Introduction**

One of the most popular events of the 89 annual NCAA National Championships is the Division I Men's Ice Hockey Tournament. The 2015 NCAA Division I Men's Ice Hockey National Championship tournament, also known as the Frozen Four, was held at TD Garden in Boston, Massachusetts on April 9 and April 11, 2015. The tournament hosts were both TD Garden and Hockey East Athletic Conference, in addition to numerous corporate sponsors. This was the third time the Frozen Four has been held in the City of Boston in the past 20 years for a total of seven championships, most recently being 2004. According to the D1 Men's Ice Hockey Championship History (2014), the Frozen Four dates back to 1948 when it was held in Colorado Springs, Colorado for the first 10 years of the event, before finally moving locations to Minneapolis, Minnesota in 1958 (NCAA.com). Since then, the event has moved to a different host venue every year. The 2015 event was held at TD Garden, the home arena for both the Boston Bruins and the professional basketball team the Boston Celtics, is located in the downtown area of Boston. Over the course of the year, TD Garden is host to hundreds of public events and has over 3 million visitors each year.

The event includes four Division I Men's Ice Hockey teams and has three games over the two day period. To be granted a spot in the Frozen Four, the teams must win their regional tournament the week prior to the event, along with multiple other factors throughout the season including strength of schedule, conference schedule, and head to head competition. On April 9, 2015 the semi-final games were held between the University of North Dakota and Boston University and the University of Nebraska- Omaha and Providence College. The victors of these games, Boston University and Providence College, went onto the championship game on April 11, 2015 where Providence College came out on top.

The Frozen Four is an event that draws fans from all around the country and can generate millions in tourism revenue for a host city. According to an online version of The Boston Globe, the Frozen Four “will plump \$14.3 million into Boston’s economy, estimated the Greater Boston Convention & Visitors Bureau. The Garden reports selling more than 35,000 tickets, 79 percent of them to people outside Massachusetts” (Borchers, 2015, para. 2).

To be granted the hosting opportunity of a NCAA championship event, a bid must be submitted to the selection committee specifically put together to oversee site selection. TD Garden administration and Hockey East Athletic Association successfully submitted a bid to the NCAA to host the event following an 11 year lull in being granted the opportunity. TD Garden has the capacity to hold up to 19,600 fans in the arena, which can generate a lot of revenue from ticket sales, as opposed to some of the other facilities where the event has been held in over the past. The facility opened officially in 1995 is the home arena for the NHL team, the Boston Bruins and the NBA team, the Boston Celtics.

Prior to being named TD Garden, the facility boasted a few different names. The original facility was built in 1928 to be Boston’s version of Madison Square Garden, and named the Boston Madison Square Garden; later shortened to the Boston Garden. When the new facility opened in 1995, it was dubbed Fleetcenter and was later changed to TD Garden in 2005. The facility is owned by Delaware North, a food service and hospitality company, who’s CEO is also the owner of the Boston Bruins.

Funding to build the \$160 million facility was secured in 1992 by Delaware North and was designed by the architect firm, Ellerbe Becket. The privately financed facility was built by Morse Diesel International. As stated above, the 19,600 seat arena has 90 executive suites, 1,100 club seats, three private restaurants, 47 concession stands, and 34 restrooms. The facility also

includes a multi-million dollar high definition video scoreboard, and complete 360 degree LED technology (TD-Garden.com, n.d.). One of the newest additions to the facility came in 2008 with updates to the hospitality areas and one of the three restaurants in the facility to include additional seating. In addition to the interior updates, the facility also saw exterior energy efficient lighting added. The facility also has a few accolades which include being selected as a finalist for the National Sports Forum Achievement Award in 2007, receiving the EPA award in 2008, and being nominated for the Sports Facility of the Year by Sport Business Journal. All of these elements are part of what is considered by the NCAA selection committee.

Something unique about the event is that the fans traveling to Boston for the event, and the locals alike, can all revel in the excitement of the event without having to purchase a ticket. The NCAA and the NCAA Corporate Partners provide several free events in the community, and around the facility, to build excitement and give all involved a great experience. Being able to facilitate all of the needed events goes into part of the selection process for the NCAA to grant the tournament to a host city.

The sport of ice hockey does not have the highest rate of participants in collegiate athletics or in the United States. According to the NCAA participation rates report, in total, as of the 2013-2014 athletic season, there were 3,976 male ice hockey players in the NCAA compared to that of men's basketball with 18,320 (p. 76). Collegiate ice hockey is a niche market sport with the Frozen Four being one of its largest annual events. Each year the event grows in an effort to increase popularity in the sport. Giving the community the ability to participate in the event without having to spend money on admission is a beneficial way to generate awareness and increase interest.

Despite being one of the lowest sports in terms of participation in the NCAA, the Frozen Four still generates more than some sports with higher participation numbers. The tournament host is responsible for submitting a budget during the bidding process, and must receive approval from the NCAA. In addition to being required to submitting a budget, the association requires the hosts to adhere to an expense report. The NCAA Host Operations Manual (2014), states;

Including (but not limited to) competition site rental, maintenance, insurance, printing of tickets, ushers, maintenance personnel, ticket sellers, ticket takers, minor officials, police and security, promotion, publicity, advertising, meetings, banquets, medical staff. Other expenses not included in the original proposed budget must be approved in advance by the NCAA. (p. 27)

Appendix A and B includes a 2014- 2015 detailed projection of the revenue and expense report for the Frozen Four. The figures listed in the expense report are based on the NCAA revenues and expense report from 2002-2014, which do not include specific championship figures. The financial reports included, for the sake of this paper, are estimates. The budget in Appendix A includes an estimate expense budget of \$1,372,500.00, and an actual expense of \$1,407,000. The overall estimated income detailed in Appendix B for 2015 is \$4,009,000, with an overall net income of \$2,587,064 following the expense of income tax.

The NCAA takes into consideration the financial burden, the sport awareness, and the location of the potential site before granting the host privileges. The selection committee is interested how each potential site will be able to increase net income which can be in direct correlation to building sport and event awareness. Once the event host's final budget has been complied and approved by the NCAA, it is time to begin the planning stages of the event management and marketing to achieve the projected figures for the event.

## **Chapter Three: Marketing Plan**

### **Purpose**

Being able to attend an NCAA championship event is a once in a lifetime opportunity for some. Being able to participate in an NCAA championship event is even less likely for most. Providing a championship experience to both participants, and all others involved, is one of the NCAA's mission. Member institutions and conferences are required to submit bids to the NCAA to be selected to host any championship event. The bidding process takes into account several different components, and looking at prior hosting records is one of them.

According to USA Hockey, the state of Massachusetts has the fourth highest population of hockey players in the country behind Minnesota, Michigan, and New York (Peters, 2014, para 11). The City of Boston and the New England Area are also home to several Division I and Division III programs, making the City of Boston an ideal area to host an ice hockey championship tournament. What the City of Boston can provide to the Frozen Four is not attainable in many other areas of the country. There is an existing fan base and a strong tradition of the sport of hockey already enriched in the community. However, the City of Boston has only hosted the event three times in the past 20 years, with the most recently being 11 years ago. The purpose of the marketing plan is not only to boost attendance at the NCAA Men's Division I Ice Hockey National Championship, but also to increase awareness of the event and the sport itself. An effective marketing plan for the 2015 Frozen Four in Boston can also provide the city with more opportunity to host championship events, aside from the Frozen Four.

## Product

The NCAA values providing the best experience for student-athletes through continuing to develop all aspects of the championship event. What the NCAA is selling is an experience to its student-athletes, the member institutions, and conferences in addition to the communities and tournament hosts. The NCAA generates a mission statement for championship events aside from the general mission statement for the organization as a whole. Stated in the Pre-Championship Manual (2014) for the Division I Ice Hockey Championship;

The championships and alliances staff strives to administer competition in a fair, safe, equitable and sportsmanlike manner so that the experience of the student-athlete is paramount. This is attained by: Ensuring student-athletes' optimal experience. Executing championship events reflecting appropriate quality and values to/for stakeholders — student-athletes, administrators, member institutions, coaches, sport committees, fans, broadcast partners and corporate champions/partners. Coordinating all aspects of championships in an efficient, effective manner through common operating policies and practices, using internal and external resources. Integrating championships with broadcast and corporate relationships in a manner that maintains the integrity of the championship. Assuring effective management of the business aspects of the operation. Enhancing the assets of the NCAA and their value by collaborating with internal and external expertise to achieve heightened exposure (e.g., community programs, fan events, banquets, anniversaries, etc.). (p. 2)

The Frozen Four is unique to most of the other championship events facilitated by the NCAA. Each year the event takes place in some of the best professional arenas in the country,

and it gives not only athletes the opportunity to compete in these facilities, but also gives fans the chance to attend games in these arenas they otherwise may not be able to attend. For most of the athletes, this will be their last time competing, and the NCAA provides the once in a lifetime opportunity to their student-athletes almost as a reward for their hard work and dedication to their sports. Making the experience of the Frozen Four as the focal point when marketing the event is imperative to achieve the goal of increasing attendance and building sport awareness.

### **Project Market**

To increase attendance and build awareness of the Frozen Four and the sport of hockey, the NCAA, Hockey East and the TD Garden will have to evaluate the elements of the event before creating a marketing plan. An effective tool to utilize when generating a marketing plan for a sporting event is a SWOT analysis. A SWOT analysis (See Appendix C) can be implemented by marketers to assess the strengths, weaknesses, opportunities, and threats of an organization or event. Below is a detailed analysis that will provide marketers with valuable information to take into consideration when developing a marketing plan for the 2015 Frozen Four in Boston, Massachusetts.

**Strengths.** For an event such as the Frozen Four, the NCAA continuously grants bids to the same group of hosts. This year's event will be the third time the event has been in Boston, Massachusetts in the past 20 years, for a total of seven times in the history of men's ice hockey championship. There is no question that the City of Boston has the experience with hosting the event. The TD Garden in Boston, which is home to the professional National Hockey League (NHL) team the Boston Bruins, will be the host venue again as it was 1998 and 2004. The history and tradition of the building alone is one of the strengths to hosting the event. The TD



Garden has the capacity to hold up to 19,600 fans in the arena, which can generate a lot of revenue from ticket sales, opposed to some of the smaller facilities the event has been held in over the past.

The community of Boston has a lot of passion for athletics and the sport of hockey. Boston is home to one of the original six professional hockey teams and some of the best collegiate athletic programs in the country, with each team having an immense following. The cities athletic teams have seen a lot of success in the past in athletics including a Stanley Cup Championship and World Series Championship in the past five years, and the culture of the city is familiar with the winning attitude. Their keen attitude to supporting any type of sporting event makes Boston one of the strongest candidates to hosting a NCAA Championship, especially Men's Ice Hockey.

**Weaknesses.** It is difficult to say that there are many weaknesses to facilitating the marketing of the Frozen Four in Boston. With any event, one of the most crucial parts to having a successful event is the planning phase and putting together the marketing plan. The announcement for Boston to host the 2015 Frozen Four was made in December 2013. At that time, the 2016 and 2017 locations were both also announced giving these locations two to three years of planning before the event. This results in the planning committees only having approximately 16 months to put everything together.

There has been much speculation as to why Boston was not awarded the opportunity to host the Frozen Four for eleven years. A staff writer from Sport Business Nation made a comment that "The Hub has been on a sort of double-secret probation since last hosting the event in 2004, after a perceived half-hearted effort by the city" (Favat, 2013). "The Hub" is a reference to the City of Boston being nicknamed "the Hub" of college hockey.

While there are several local teams viable to compete in the event, there is still a lack of awareness nationally that the event is taking place. There is no question that ice hockey is not the most popular collegiate sport in the NCAA. Unless you are a fan of the sport, you may not be aware of when the event is taking place. There is a definite disadvantage to building awareness when the event is substantially smaller than the other sporting events hosted in the city (i.e. Boston Marathon).

The TD Garden is more than capable of providing enough seating to accommodate the fan bases of the Frozen Four. However, the area around and near the TD Garden does not provide the needed opportunities to host any type of fan experience events. The facility is located right on the water with limited outdoor concourse space. Having all accommodations centrally located to the facility would be more ideal than it will be when hosted at the TD Garden.

**Opportunities.** Opportunities when hosting the 2015 Frozen Four in Boston are extensive when referring to one of the three largest hockey markets in the country. The greatest opportunity being that the city has a large college hockey fan base. As mentioned above, the city has the self-proclaimed nicknamed “the Hub” in the hockey community based on the amount of college hockey teams in the area. In addition, there are roughly six or seven teams that are local to the New England area that have the chance to make it to the Frozen Four. Both of these opportunities single-handedly make marketing the event more simplistic. All of the programs with probability of making it to the Frozen Four have strong fan followings that will, without question, look to attend the event given that it will not be hosted in Boston until at least after 2018.

As local teams look to compete in the championship event, the community typically pulls together to show support. This creates an abundance of opportunities to market the “Boston

Strong” attitude. There will not only be changes to market to people who will be in attendance, but also the fans in the community who will be watching from other area locations. Taking advantage of this mentality and the community will give the City of Boston the chance to prove that they are capable of a complete effort as the host of the Frozen Four.

An avenue of marketing that often remains untouched is utilizing the use of former collegiate players who are now professionals. Division I hockey produces several professional athletes each season, with a lot coming from the tradition rich programs located in the Boston and New England Area. The opportunity is available to utilize the former players to give event spectators a chance to meet the professionals who they remember from when they were collegiate athletes, and also give the former players a chance to relive the experience they once had.

**Threats.** There are a few considerable threats to hosting the 2015 Frozen Four in Boston. The obvious threat to having any sporting event in Boston in April is the Boston Marathon. The 2015 race takes place on Monday, April 20, 2015, just nine days subsequent to the championship game of the Frozen Four. The marathon is a very well-known and attended event in the city that people travel from all over the world to attend. While the market may not be the same, the publicity leading up the event, has already overshadowed that Boston is hosting the Frozen Four.

The college hockey fan base is relatively small in the United States, and the tournament warrants a local team competing. There are four regions in Division I ice hockey that are selected through a seeding process, rather than selecting the best teams out of every region similar to other NCAA championships.

According to the NCAA Pre-championship manual (2014),

The six automatic qualifiers and 10 at-large teams are selected; the next step is to

develop four groups from the committee's rankings of 1-16. The top four teams are No. 1 seeds and will be placed in the bracket so that if all four teams advance to the men's Frozen Four, the No. 1 seed will play the No. 4 seed and the No. 2 seed will play the No. 3 seed in the semifinals. The next four are targeted as No. 2 seeds. The next four are No. 3 seeds and the last four are No. 4 seeds. Step two is to place the home teams. Host institutions that qualify will be placed at home. (p.15)

Essentially, this means that there could be a team from Minnesota or Michigan that could come out of every region leaving the local East Coast teams without an opportunity to compete in the event. While this may not be a likely outcome, it is still probable and may create issues as it relates to traveling expenses and accommodations. Traveling to Boston from the Midwest, or other areas of the United States, is not as easy and affordable as it is for fans traveling from the Northeast region of the country. Taking into account that fans will be in town preparing for the Boston Marathon, finding hotel availability is not as effortless as it would be if the events were a month apart rather than only nine days.

Taking all of the components of the SWOT analysis for the 2015 Frozen Four into consideration when developing the marketing plan for the event will not only help obtain the goal to increase attendance and sport awareness, but it will also benefit the hosts with more opportunities at hosting championship events. The City of Boston has a lot of strengths and opportunities that other areas in the country cannot provide. In addition, the tournament hosts must look at how the weaknesses and threats could negatively impact the future opportunities, and potentially delay the growth of the event.

## **Position**

Selling the experience of the 2015 NCAA Frozen Four to the consumers is just as important as providing the student-athletes with the best possible experience. The NCAA and the tournament hosts; Hockey East, and the TD Garden, must look at the experience of participating and attending the event as a product to sell. In order to achieve reaching the target market for selling that event experience, the positioning of the product has a lot of importance. “The objective of positioning is to differentiate the sport product from competing products by creating a distinctive image of the product” (Pederson, Parks, Quarterman, & Thibault, 2011, p. 256). What makes the Frozen Four unique is that the event is held in different regions of the country every year. One key component of selling the experience of the event is to sell the experience of the community in which the event is taking place. For the 2015 NCAA Frozen Four in Boston, the use of tradition and history is only fitting. The City of Boston is one of the oldest cities in the country that is not only a big part of American history, but it is also a big part of collegiate hockey history. Making use of both American history and collegiate hockey history is an easy way for marketers to give participants and spectators an image of what Boston is really about. Tying in these simple elements to marketing the event will assist in communicating to fans that the experience is worth attending the 2015 Frozen Four in Boston.

## **Pick Players**

The NCAA has a massive following at all levels and across all areas of sport. What makes the Men’s Division I Ice Hockey National Championship different from other NCAA championship events is, the market for collegiate hockey is much smaller than that of other sports. For the 2015 Frozen Four in Boston, Massachusetts, the target audience includes loyal

hockey fans from around the country, but also the existing college hockey fans already in the New England Area.

One characteristic making Boston an ideal location for a hockey tournament is that there is already an existing hockey fan base. Each collegiate program has a great fan following that is willing to travel anywhere in the country to attend the event, enhancing the Frozen Four experience. Based on the price point of traveling to and attending the Frozen Four, targeting an audience nationwide that is age 25 to 65 would be the most rational market. However, when targeting the existing fan base already in the New England Area, adding collegiate aged audience could benefit when trying to build event and sport awareness. There are numerous colleges, universities and community colleges in the City of Boston with hundreds of others in the Northeast Region. Selling the experience to the college aged market already existing in the area will help develop lifelong fans of the event.

Marketing the experience of the Frozen Four Championship event to college aged students in both the Boston area and nationwide will assist in meeting the goal of increasing attendance, and building sport awareness based on the easy reachability. Being that the event typically is hosted in areas native to teams participating, increased attention of the college age market is likely because the consumer knows a participant or several participants is likely. The college-aged market can be reached through all mediums of communication, making them easy to reach. Additionally, the market that can grow with the event and build loyal fans of the sport, hopefully returning to attend the event for years to come.

While tapping into the college aged market will be beneficial to the longevity of the event and increasing sport awareness, marketing to the loyal hockey community is not something to be forgotten. Because the hockey community is not the size of some of the other NCAA sponsored

sports, the Frozen Four is typically hosted in areas that have existing fan bases. Prior to the 2015 Frozen Four, “The Garden reports selling more than 35,000 tickets, 79 percent of them to people outside Massachusetts” (Borchers, 2015, para. 2). The existing college-aged market located already in Boston stand to receive the most out of the experience the NCAA is trying to sell to those who attend the event. This figure alone signifies that the market went untouched, and the targeted audience was clearly the loyal hockey fan nationwide.

### **Package**

To reach the target audience for the event, the marketing and promotions practices must focus on how to effectively communicate the event. Promoting the event through various social media mediums, and interactive promotions, is a way to reach that market while keeping costs low. To reach the nationwide target market of loyal hockey fans, social media stands to be the most cost effective. To reach the local college aged market on-campus promotion, either interactive or in print promotions, would be more beneficial to getting their attention, especially at the institutions with programs who potentially will be participating in the event.

There are a lot of expenses when it relates to marketing an event of the size to a market that is nationwide. As mentioned above, social media stands to be the most cost effective avenue of marketing the Frozen Four because of the potential audience reach. According to a document on the bidding selection process of the NCAA Frozen Four, the typical budget for hosting the Frozen Four is \$350,000-\$500,000 annually not including sponsorship values and broadcasting rights (Fasbender, n.d.). While this number is not broken into marketing specific expenses, they cannot exceed that figure.

The 2015 Frozen Four host was announced roughly 14 months prior to the date of the event. In addition to the 2015 host announcement, the 2016 and 2017 hosts were also awarded.

The 2015 hosts, Hockey East and the TD Garden, were challenged with only having 14 months to promote the event. To be effective, the tournament hosts must have a developed marketing plan already created to be ready to put into effect immediately when awarded the hosting responsibilities. Promoting of the event from the announcement all the way up the event date is crucial to keeping the target audience interested in attending.

### **Price**

The price to attend the Frozen Four will include more than simply the admission cost. Each year, the event draws groups of fans who travel from all over the nation to be a part of the championship experience. The expense associated with attending the Frozen Four includes admission, travel, lodging, and dining. These figures are included in the bidding process, and taken into consideration by the NCAA to determine if hosting the championship is feasible in that location. For fans to garner enough interest in attending and traveling to the event, the benefit of attending at that price must outweigh the cost. The 2015 Frozen Four included teams from North Dakota, Nebraska, Rhode Island, and Massachusetts. Two of the four teams competing in the event were relatively local to the TD Garden, and when contemplating attending the cost of attendance is much more affordable for those in Rhode Island and Massachusetts. For the other two team's fans, attending meant airfare, lodging, and dining over the three day event. Fortunately for the attendance sake of the event, the Boston area is home to several collegiate hockey programs and thousands of college hockey fans who will attend despite the teams competing.

In addition to travel and lodging expenses in the Boston area, the event being held in professional hockey arenas every year drives the ticket price point much higher than other NCAA championships. According to Prime Sport (2015), the NCAA's official ticket provider,



tickets packages to the event can range from \$350 to \$850, with single session games being priced less (PrimeSport, 2015). There are six different options one has to purchase admission into the event each year. Packages include all- session passes, VIP all- session passes, single-session tickets to either the semi-final or the championship, and VIP single- session tickets to either the semi- final or championship game. To expand on the experience as well, the event allows fans to purchase additional hospitality tickets which include free beverages, dining options, and exclusive entertainment. This option will cost fans an extra \$135 to \$225 dollars dependent on the purchase of a single- session pass or all- session pass. Overall, to attend the event over the three day period, fans could find themselves potentially spending a thousand or more dollars to have the best experience possible. As a result of being a rather expensive event to attend, promoting the event well to give reason for fans to want to attend.

## **Promotion**

Effective promotion is essential in relation to collegiate hockey in a nation of collegiate basketball and football fans. Various elements to a promotional plan assist with increasing attendance and building sport awareness to the right target market. The sections below explain the numerous areas that have been incorporated into the promotional plan for the NCAA Frozen Four.

**Advertising.** Getting the message to potential spectators is done through a collection of advertising outlets. To reach the target audience for the event, a wide range of advertising is done in several different channels and in several different markets. Successful advertising for the Frozen Four includes television, radio, in-game advertising, electronic mail, program ads, posters, and internet advertising.

Effective advertising builds momentum leading up the event, and can impact attendance either negatively or positively. For a tournament that has spectators coming from different areas of the country, all advertising must be completed in different regions of the country. The specific regions that should be focused on the most would be the Upper Midwest and the Northeast. To capture the right market with advertising efforts, the City of Boston would be the main target for every advertising outlet available to gain the local collegiate hockey fans.

The NCAA championship team marketing department can put together an advertising plan which includes what channels to use in which markets. Television commercials leading up to the April date should run on any television network that broadcasts collegiate hockey. Commercials should run during any, and all, NCAA Men's Division I Hockey games. Radio commercials should run similar to all television commercials, during any and all broadcast games. In- game advertising can be completed by reading multiple public announcements during all Division I collegiate games, and on video message boards throughout games. These advertisements should increase as the event approaches.

One of the easiest ways to advertise to retain spectators year to year is sending out electronic messages to anyone who purchased tickets through Prime Sport. The official ticket provider of the NCAA, Prime Sport collects data from each transaction, and has the ability to communicate with those consumers from previous years. Repeat ticket purchasers are more likely to attend an event they have been to prior as opposed to first time spectators.

To reach the last minute ticket purchasers, program ads can be an effective way to reach fans attending regional tournaments. Due to not knowing the participants until only a few days prior to the event can make it difficult to pre-sell tickets. However, last minute ticket sales are something that happen often. Placing advertisements in program ads at the regional tournaments

allows for those fans to contemplate attending the event. Another approach to program ads would be to place advertisements into each Men's Hockey East team's game program therefore assisting in reaching the local collegiate fan market who may be likely to attend based on enjoyment of the sport.

The above approaches all work effectively to the typical collegiate hockey fan. To build event popularity and sport awareness, looking to reach the entire college student market can be done with on- campus posters, and internet advertising is the most effective approach. On- campus posters advertising the event should be placed in every NCAA institution both Division I and III in the Northeast Region with ice hockey. This will garner interest from local college students who may be excited to experience any NCAA championship event, and looking to visit Boston for the weekend. Social media also reaches the collegiate market in the both the Upper Midwest and the North East Region. Frequent posts on Facebook, Instagram, and Twitter can grab the attention of any prospective spectator. The message can get across effectively by using social media accounts with high followings, and that frequently receive activity from the target market.

Advertising through various channels is the most effective way to increase sport awareness and event interest. Some of the above advertising plans require thorough planning, and are a large expense to running any event. Other advertising outlets however, are relatively easy and cost nothing at all. The NCAA's market is nationwide, and can be reached easily through social media and free publicity.

**Publicity.** To build interest through publicity, NCAA institutions can create news releases, and have public service announcements in relation to participating in the event. The NCAA has the ability to provide opportunities to student- athletes, such as community

engagements and positive athletic experiences. Reaching the local Boston market can be done through both news releases and public service announcements. The Hockey East Athletic Conference in conjunction with the NCAA can release any, and all, stories that involve potential student-athlete participants in the tournament. These stories create a positive message surrounding the event, and can entice the locals of Boston and the Northeast to attend to support the stories of the participants. Teams in the Hockey East that have a chance at participating in the event will be able to garner fan interest from the local news and radio stations that constantly reporting game recaps and updated rankings. Additionally, publicity can be received in other forms rather than simply news releases, it can also be achieved through promotional activities.

**Promotional activities.** To reach the loyal fan bases in other areas of the country, marketers must focus on selling the experience of the event prior to fans arriving in Boston. Running promotions at each home arena and on college campuses throughout the season will help fans understand the product is worth the price. In addition to reaching the fans that are attending Division I Ice Hockey games and those who may be on college campuses with ice hockey programs, broadcasting promotional advertisements on conference television networks and networks that air collegiate hockey will reach the targeted audience.

After an eleven-year lapse in hosting the Frozen Four in Boston, the tournament hosts must place a lot of importance on promoting this year's event. Besides a want for hosting more championship events, the marketing plan goal is to increase attendance and build sport awareness. Leading up to the event, promotions can be done in various different ways. The traditional print and broadcast promotions should be done nationwide. To be unique to other championship events, a social media contest that asks fans to submit a short video on why they are the biggest college hockey fans in the country can be a fun way to interact with all types of

fans. To involve fans even more in the promotion, the videos submitted can be voted on online. The winner of the contest would receive all expense paid trips to the Frozen Four for the next three years with one guest. Partnering with a corporate sponsor will lower expenses, and it is a way to utilize another consumer base. This promotion can help generate a lot of buzz about the event, and the likelihood of the winner of the contest continuing to attend the event after the expense paid trips cease.

Additional in-game promotions can be executed through the championship weekend in Boston that will enhance the championship experience for those attending, and can include celebrity appearances, interactive games and in game contests. Running other interactive promotions outside of the facility to give those not fortunate enough to attend the event a chance to get inside or potentially attend the event in future years is also a great way to build attention. It is important to a successful marketing promotion is that fans get out of it what they want. For the NCAA Frozen Four, they are looking to get the once in a lifetime championship experience, and well-executed promotions aids in achieving that experience.

**Public relations.** The NCAA has its own public relations team who works countless hours covering all public relations faucets throughout the year. In total, a team of six individuals make up the media and public relations team for the association, and handle various different areas within the organization. The public relations and media relations for all championship events is overseen by the NCAA Public and Media Relations staff. The team works together to create a positive image for the NCAA, the Frozen Four, and the teams involved in the event.

Being that the City of Boston had seen an 11 year lapse in hosting opportunities for the Frozen Four, public relations is key to improving the image for the city as a serious host. The NCAA, the TD Garden, Hockey East, and the City of Boston can work together to show fans and

potential spectators that the event will be a once in a lifetime experience that they would not want to miss. Doing so can be completed by using social media and news releases about the partnership between the organizations, and how it can bring a positive light to the city and event.

In conjunction with the publicity Dent is completing on an annual basis for championships, a publication is released three times per year focusing solely on the public relations aspect of NCAA championships. This publication includes stories and new releases related to NCAA institutions and student-athletes who participate in the event. Various stories throughout the academic year are highlighted, including student-athlete's personal trials and tribulations, and additional community relation articles make up the publication.

**Community relations.** Part of establishing a relationship with the community hosting any NCAA championship event is completing community relation initiatives during the duration of the event. Being that the City of Boston is known as a hockey community, these relationships are not difficult to establish. Each member institution participating in the event is typically assigned a special project to complete during their time in Boston. Various projects include visiting elementary schools in the area to interact with the youth to create a positive experience for both the student-athlete and the youth in Boston. These activities are arranged through the Hockey East Athletic Conference, one of the tournament hosts.

In addition to taking part in the above initiatives, the Frozen Four hosts several community engagements during the three-day span of the event. Free to any one, the Frozen Four hosts fan fests leading up to the puck drop on both Thursday and Saturday of the event. Anyone in the community has the ability to attend these free events, and experience the event without purchasing a ticket. Included in the event is interactive activities, live entertainment, chances to win prizes, and the ability to purchase official NCAA Frozen Four merchandise. An

event such as this gives the community members of Boston, and the surrounding areas the chance to take part in the experience taking place in their community.

**Media relations.** Media coverage for the Frozen Four can be found in several different areas. Between social media, the NCAA media department, broadcast television networks, and the Internet, the Frozen Four receives positive exposure to create sport and event awareness in numerous different areas. Constant media coverage is taking place leading up to, and over the three day span of the event, relating to the event and the participants.

Sports reporters, sports information directors, bloggers, and several other writers are assigned to cover all media for the Frozen Four. These reports include pre- game stories, post-game recaps, pre and post-game interviews, and general event discussions. Each team is required to provide event participants for post-game interviews following their contest to discuss the game. In addition to being required to provide interviews, each institution participating in the event also provides team media guides for the event hosts and other member institutions.

**Personal selling.** The NCAA partners with a few different organizations to handle ticket sales and sponsorships for the event. Prime Sport, the official ticket provider of the NCAA, has exclusive rights to ticket sales to the event and hospitality packages. Prime Sport also is responsible for all ticket sales for the regional championship event determining the participants for the Frozen Four. To entice attendance from participating in situations, the NCAA does provide each with an allotted number of tickets set aside for purchase aside from the general public. In addition to Prime Sport's partnership, all sponsor relationships are established through the NCAA corporate relations department.

**Sponsorship.** The NCAA has a specific national corporate partner program that is established, and facilitated by the NCAA corporate relations staff. These staff members are responsible for providing the event hosts with guidelines and instructions for each corporate sponsor. Dependent on the level of sponsor, certain benefits are provided their commitment to the event. The NCAA categories the level of sponsor into two different groups, Corporate Champions and Corporate Partners. The Corporate Champions are AT&T, Coca-Cola, and Capital One. The Corporate Partners range from restaurants such as Buffalo Wild Wings to financial organizations like Northwestern Mutual. A full list of corporate official corporate sponsors can be located on the championship central page on NCAA.com. These corporate sponsors have exclusive rights to all NCAA championships, regardless of division or sport. While the NCAA corporate relations staff is responsible for creating and maintaining corporate relationships, Turner Sports is licensed to all NCAA rights associated with championships.

Through these corporate relationships, multiple promotions take place to build awareness surrounding the event. In addition, these corporate partners receive advertising throughout the championship event through all advertising channels stated above. Event promotions for each of the partner's takes place over the three day span, and are included in-game and at all community events. The Fan Fest is exclusively sponsored by the NCAA's championship corporate sponsors, and sponsorship signage is throughout the facility. These are just a few ways each sponsor benefits from their partnership with the NCAA championship corporate relations department. The expense may be high, but the benefit outweighs the cost based on the range of market the event reaches, and the ever changing location of the event.



## **Place**

NCAA collegiate ice hockey is not thought of the most popular sport in America. However, there are a regions in the country where collegiate ice hockey is just as popular as professional sports. The NCAA requires prospective hosts to go through a bidding process to be granted the opportunity to host championship events at all division levels. The NCAA selects hosts based on a variety of criteria. One area looked at is the community the event potentially would be held in and if the target market exists there.

The state of Massachusetts is home to numerous collegiate hockey programs and has one of the largest hockey fan bases in the country. The City of Boston and the surrounding area has numerous Division I Men's Ice Hockey Programs who have participated in past events and potentially would in 2015. The TD Garden in Boston, MA was an excellent choice as a host for the Frozen Four based on its hockey history and its location. Being a professional facility, all of the amenities needed for the event exist already, and prior hosting experience assists in running a great event for both the fans and participants. In addition to the amenities of the TD Garden, Boston is also an affluent city where the target market exists, making the chance for ticket purchases to the event more likely.

On top of having an existing fan base in the City of Boston, hockey fans from all over the country are willing to travel to the city for the event. The city is used to hosting events of this caliber, the city has an appropriate amount of lodging options at an affordable rate near the event. The TD Garden is also easy to get to and purchasing tickets to the event can be completed right at the facility, if tickets are still available the day of the event.

Traveling to Boston for the event would be the ideal situation to experiencing the Frozen Four. However, for some collegiate hockey fans in America it is not realistic to cover the expense of traveling to the event. Anyone interested in experiencing the Frozen Four can do so by tuning into several different media outlets both national and local. ESPN and its partnering networks, ESPNU, ESPN 2, and ESPN 3 have exclusive broadcasting rights of all events leading up to the championship event, beginning with the selection show weeks before the April 9 date. Televised coverage is not the only way to take part in the experience though. Local radio stations in the Boston area and in the communities of the participating institutions provide radio coverage of the event to the fans who may not have access to ESPN or its partnering networks. Each participating institution also provides up to date coverage through their media relations departments on their institution websites and social media pages. Each year the event is conducted, the media coverage improves on its efforts and expands its coverage reach.

Fortunately for NCAA Championships event coverage has increased, and the target market is reached more effectively. Collegiate hockey fans all over the country would love the opportunity to attend an event such as the Frozen Four. For students of the participating institutions, the NCAA sets aside an allotted amount per event. This gives incentive to anyone from these institutions to purchase tickets and secure their admission into the event. For those not affiliated to a participating institution, tickets are available for purchase through Prime Sport. In order to purchase tickets the day of the event, all ticket retailers at the TD Garden are open to allow for last minute admission.

### **Promise: Evaluation of Strategy and Tactics**

To measure the success of a marketing plan focused on increasing attendance and building sport awareness, marketers can utilize a few different evaluation tools. Increasing

attendance can be evaluated by tracking the ticket sales history. With much speculation of poor execution in 2004, and the NCAA not granting the City of Boston the event for 11 years, an easy way to see if a more detailed marketing plan to avoid the hiatus again would be to see how attendance has increased.

Another evaluation tool to tracking the success of the marketing plan is surveying all consumers who purchase tickets online about where they heard about the event. The answers can include, but are not limited to, the online social media contests, in arena and on campus promotions, broadcast television, and returning attendees. All of these besides the last response are based on promotions that were done to build awareness of the event, and it is a simply way to understand what worked.

Aside from tracking if attendance has increased from previous years events, an easy way to measure the awareness the event is receiving is through social media. Being that one of the promotions is a social media contest, the hope is for fans to constantly be talking about both the contest and the event. It is also a good tool to use for marketers in order to see the positive and negative side of promotions and event awareness. All of the information obtained from using the above evaluation tools can be beneficial to both the NCAA and tournament hosts when establishing future promotions and marketing plans for the Frozen Four.

## **Chapter Four: Employee/Volunteer Planning**

The NCAA Frozen Four Men's Ice Hockey Championship Tournament is an event that requires both task-oriented and relationship-oriented people working on the production of the tournament. The Frozen Four is planned well in advance by several different groups, some of which that will not meet until the day of the event. The management of planning and producing this event is key, and these skills are necessary for high-quality management. Task-oriented skills are essential to make this event happen, while relationship-oriented skills are vital for communicating between groups and with organizations involved. For the sake of this paper, the 2015 NCAA Frozen Four Men's Ice Hockey Championship Tournament in Boston, Massachusetts will be referenced.

### **Task-oriented Skills**

Task-oriented skills are the most important skills needed by management working on the production of the Frozen Four. Task-oriented is defined in the Collins English Dictionary (2012) as relating to completing certain tasks to measure success. The three most important skills task-oriented management must have are being organized/structured, good communicators, and good planners. If management was not task-oriented, the odds of the event functioning without error are small. Management must put a lot of focus on setting goals and plans for employees. Each group has responsibilities that are crucial to the event planning and production. Good leaders who are task-oriented are very structured, and usually prefer the work environment to be very structured. This means that management's main focus is having a plan for each task that needs to be done. Everyone involved in the production of the event must be aware of what is needed from him or her prior to start of the event. If management is not clear about the needs of each group, communication has failed and the risk of error happening is increased. Task-oriented

management is dependent on good communication. Effective leaders are effective communicators, and always provide all involved with the proper information needed to perform.

Having leaders who have great task-oriented skills is imperative to making the Frozen Four Ice Hockey Championship Tournament happen successfully. Being structured, good communicators, and good planners is a must, and if leadership doesn't have these skills, the event will run into issues. These are the leaders that make the event possible and are vital to the event.

### **Relationship-oriented Skills**

While having leaders who are task-oriented is important to an event like this, all events must have leaders who are relationship-oriented. Relationship-oriented leaders are the people who are best at focusing on the needs of everyone. When speaking about relationship-oriented leaders, they must have great communication skills, must be highly-motivated, and be a people person. It is always great to have a group of management be task-oriented leaders but the turnover rate could be higher without relationship-oriented leaders.

The reasoning behind needing great communication skills for an event of this capacity is because it is a very high stress event that would not be successful without people who can communicate well. There is a lot of delegating done at this event and if leaders are not effectively communicating, group members may not know what is expected from them. Relationship-oriented leaders utilize communication by being positive and motivating group members. For example, these are the leaders that bring coffee and donuts to meetings that will be several hours long because they know that rewards are motivating. Having a positive attitude at all times relieves the stress that arises at this event. This is especially important when staff is spending 16 hours a day at the TD Garden for three days or more.

Relationship-oriented leaders are skillful in building relationships. When it comes time to executing all the planning done by the task-oriented leaders, relationship-oriented leaders step into make sure every group can function well together. As previously discussed, many of the individuals working on this event will not meet until the actual event takes place. Leaders must be quick to build relationships with each group so that they can all work together to facilitate the event.

The 2015 NCAA Frozen Four Men's Ice Hockey Championship Tournament requires great leadership and a lot of planning. Management is responsible for several different groups of people that are responsible for making the event happen successfully. Both task-oriented leaders and relationship-oriented leaders are essential in management. The task-oriented leaders have the skills to effectively plan, communicate, and organize the event. The relationship-oriented leaders have the skills to motivate, communicate, and build positive relationships and atmospheres for all involved. When leaders in all levels of management possess these skills, the tournament will be successful. Not only is effective leadership and management important from the NCAA tournament staff, but also from the facility operations staff. These individuals must be well trained and aware of all potential risks associated with hosting this size event.

## **Chapter Five: Risk Management Plan**

Every year, the NCAA is responsible for 89 national championship tournaments throughout its three divisions. One of the largest attended and longest standing tournaments held by the NCAA is the Men's Division I Ice Hockey Championship Tournament, the Frozen Four. This past year, the Frozen Four was hosted at the TD Garden in Boston, Massachusetts on April 9 and 11, 2015. The event has been hosted at the TD Garden several times in the past, for the sake of this research paper, an assessment of a future facility site for the event that has previous experience hosting over the past 15 years has been completed.

The Xcel Energy Center in Saint Paul, Minnesota will be the host of the NCAA Men's Division I Ice Hockey Championship for the third time in 2018. The facility manager- employee of the facility who was able to answer a few questions regarding risks was Jack Larson. Larson is the Vice President of the Minnesota Wild and General Manager of the Xcel Energy Center. Larson has held various positions in professional facilities over his tenure working with the NHL and has hosted hundreds of events over his time at the facility.

The assessment tool used for the facility was designed to look for risks directly associated with hosting an event of this caliber, and relating to the market of people attending the event. In addition to being hosted at the TD Garden in 2015 and the event being hosted at the Xcel Energy Center in 2018, the event is continuously hosted at professional arenas in the United States and continues to grow. All of these facilities have specific risks that differ each year, and requires a separate tool to assess risk for each facility in which the event is hosted. From there, treatment of the risks is the next step that Larson and other facility managers would take to mitigate the risks associated with the facility and lessen the liability.

These events are constantly growing, and the Xcel Energy Center is becoming a more attended facility year in and year out. As the event continues to grow larger, the facility will continue to grow older, and the risks that are currently in the facility are likely to change by the time the event is hosted in 2018. The below information contains a combination of prior research and projections for how the tool can be utilized to limit the liability for when the event is hosted at the Xcel Energy Center in 2018.

### **General Facility Information**

As stated above, the facility specific to the risk management assessment is the Xcel Energy Center in Saint Paul, Minnesota. The \$170 million dollar facility started construction in June of 1998, and is the home facility of the National Hockey League franchise, the Minnesota Wild. The facility, which opened in 2000, is owned by the City of Saint Paul and operated by the Saint Paul Arena Company. The funding for the Xcel Energy Center came from a mixture of public and private funding from the Minnesota Wild and the City of Saint Paul. “The City of St. Paul funded its share, \$65 million, of the cost predominately through the issuance of sales tax revenue bonds” (Minnesota Legislature Reference Library, 2014, para. 3). According to the Xcel Energy Center fact sheet, the facility hosts 1.7 million visitors annually, with 74 suites, 24 loge boxes, numerous bars and restaurants, in addition to an ample amount of rest rooms and handicapped accessibility. The Xcel Energy Centers full capacity is nearly 20,000 seated but can host almost 22,000 when factoring in standing room only (Xcel Energy Center, n.d.c).

Something that makes the Xcel Energy Center unique to other facilities is that it is the only LEED Certified NHL arena in America, the first and only Green Globe certified NHL arena in world, and the first and only facility to be APEX certified in the world. All of these certifications are environmental based awards that facilities of its likeness pride themselves in



receiving. In conjunction with being awarded these environmental certifications, the Xcel Energy Center is the Top 5 Wind source purchaser in Minnesota, and 78,000 gallons of water per year is saved by facility improvements recently made, and recycles 60% of all waste (Xcel Energy Center, n.d.b.). These are just a few of the reasons as to why the facility has countless awards and is a model facility within the league.

Besides being the home facility for the Minnesota Wild, the facility also plays host to copious amounts of concerts and conventions on a yearly basis. The 2018 event stands to be the third time the facility will be host to the Frozen Four national championship tournament since opening in 2000. With a facility of that size with such a great number of visitors as often as the Xcel Energy Center, there are countless amounts of risks that can come from not having a thorough risk management plan and doing proper assessments to limit risk and liability.

### **Facility Purpose and Mission**

The Xcel Energy Center has been host to numerous varieties of events over the course of the last 15 years. The facility was designed for the purpose of being the home arena for the NHL franchise the Minnesota Wild, but can be transformed into nearly any type of venue. Aside from hosting sporting events, the facility is used for a concert venue and convention center.

The St. Paul Arena Company (SPAC), which is an affiliate of the Minnesota Sports and Entertainment (MSE) Company, is the management company responsible for all of the operating components of the facility. The Xcel Energy Center Employment page on the MSE website states, MSE is committed to fostering an environment that acknowledges and values the contributions of each and every one of our employees (Xcel Energy Center, n.d.a). Staff consists of dedicated service-oriented professionals who are committed to guests, the organization, the

partners and each other. It is their mission to provide not only the guests, but also the employees of the facility, including the players, with a safe environment at the Xcel Energy Center.

### **Interview Recap**

Jack Larson has been working in hockey facilities since he was a young kid. Larson began his career in facility operations at the Met Center in Bloomington, Minnesota when he was in high school working for the former NHL franchise, the Minnesota North Stars, sweeping the concourses during and after games. Larson continued his career at the Met Center throughout college before taking a position with the San Jose Sharks as their facility manager. Being that he was originally from Minnesota, Larson had always wanted to come back to Minnesota eventually. He then took a position at the Target Center prior to being named to the facility manager of the Xcel Energy Center in 2001. Larson's official title now is Vice President and General Manager of the Xcel Energy Center.

Aside from understanding Larson's career and educational background, discussion with Larson included a few of the elements to his job that he likes, finds challenging, and would change. When asking Larson to describe a typical day in his position, his response was, "there is no such thing as a typical day for me" (personal communication, November 5, 2013). Larson suggested that because of the nature of his job, there are constantly new elements in day to day operations (personal communication, November 5, 2013). In total there are ten different department managers that Larson oversees at the Xcel Energy Center in the areas of guest services, suites, box office, operations, marketing, and concessions.

Larson did not speak much on what he felt were the definite risks associated with the Xcel Energy Center. He mentioned that because the facility is multi-purpose, the risks change depending on the type of event and day (J. Larson, personal communication, November 5, 2013).

Larson was able to provide a good amount of insight when discussing how much goes into facility management and the importance of risk management is. Within the facility, Larson oversees employees whose sole purpose is to assess risk and provide him and the rest of his staff with detailed plans of how to control the liabilities (personal communication, November 5, 2013). A full list of interview questions with Jack Larson is located in Appendix D, and is based on his experiences working in professional facilities and the Xcel Energy Center.

### **Maintenance and Overall Assessment of Facility**

The Xcel Energy Center has numerous accolades for being one of the best facilities in all of professional sports. The amenities available for the visitors to the facility are state of the art, and are constantly improving to be up to date with the latest technology. To complete a proper assessment of the Xcel Energy Center, it is necessary to research the potential risks that the facility faces, and look for ways to control the liabilities from those risks. A facility audit is a good system to use to identify “such hazards and risks related to a sport or recreation facility and determining the optimal method of treating each” (Cotten & Wolohan, 2013, p. 302). A few things that need to be looked at are hazardous conditions, equipment, facility layout, maintenance, security, health hazards, access control, ADA, OSHA, and signage (Cotten & Wolohan, 2013).

Each of these elements are checked on a regular basis to ensure that they are eliminating any risk that could be associated with these components of the facility. Larson noted that his facility staff are some of the best in the business (J. Larson, personal communication, November 5, 2013). There are rarely any accidents at the facility, and Larson did not touch on if they have had any lawsuits pertaining to negligence of the facility staff.

Collectively these elements each have a team of individuals working to ensure that there are not any additional risks, aside from those they are already aware of. The assessment of the facility is that it is well-designed to eliminate crowding and has each of the required elements to provide a safe environment for the visitors and participants alike. The facility staff has an obligation to provide any person in the facility with a duty of care. If there is an incident where there is a need for maintenance at the Xcel Energy Center, the staff is immediately notified by a variety of different ways, and the maintenance staff has a system to handle the situation. Overall, the Xcel Energy Center has minimal accidents, and why it is a highly publicized facility for being well designed and managed.

### **Industry Standards of Practice**

There is a reason why the NCAA selects NHL arenas every year to be the facility hosts to the Men's Division I Frozen Four Ice Hockey championship tournament. NHL facilities not only have the capacity needed for the tournament size, but also have the staff to facilitate that type of event. It is rare that a championship of its likeness is not held in an NHL facility because of these exact reasons. Each NHL facility manager has similar standard practices to mitigate risk and "Managers are ultimately responsible for the development and implementation of the risk management plan" (Cotten & Wolohan, 2013 p. 285).

The standards of practice for NHL facilities include the management of all of the areas Jack Larson mentioned he oversees (J. Larson, personal communication, November 5, 2013). Each of these areas of the Xcel Energy Center facility management has specific standards that requires all of its employees to be aware of, and proper protocol each employee must follow when an incident happens. The staff must also be proactive, and be trained to look for potential risks at all times. If an employee sees something on the concourse that could result in a fall from

a guest, that employee should know to remove the risk immediately. The Xcel Energy Center has a standard of care to avoid any negligence with both visitors to the facility and also the employees of the facility.

The graph located in Appendix E includes five visible risks identified in the Xcel Energy Center from the assessment and evaluation of the facility. Some of the risks are accessible only to employees of the facility and the athletes competing in the facility, while other risks could affect the visitors of the facility, in addition to the staff. These risks are exclusive to the facility when operating as a facility for hockey.

The first risk identified in the risk assessment evaluation was the Zamboni area of the facility. There is standing water in the area on a regular basis and could result in an injury often. The standing water is not there on a consistent basis, and is why the risk is classified as medium frequency with critical loss. There could be significant damage done if someone slips and hits there head because of standing water from the Zamboni.

Two of the risks are affiliated in the sense that they both involve the risk of someone falling over a railing that could be heightened. Both the premium seating areas and the press box areas lack any barrier other than a small railing or wall. The frequency that someone could fall is low for both risks, and also catastrophic for both risks. If someone were to fall over either of these edges, the likelihood of survival would be low.

The Xcel Energy Center is designed to have several entrance gates that allows for easy evacuation. There are, however two areas in the facility that could see a potential risk if there is a need for emergency evacuation. The main gate area into the facility has large barriers separating the entrance into several different arch ways. This could be an issue because the barriers are rather large, and limit the amount of people able to access through them at one time. This risk is

a low frequency and moderate loss risk that needs to be evaluated when developing a risk management plan for the facility because depending on the reason for evacuation, the loss could be very minimal to catastrophic. The other evacuation related risk is the player tunnels where they enter and exit from the ice. The area is very narrow and it does not allow for anyone to move quickly in need of emergency evacuation. This would be classified as a low frequency and critical loss type of risk, and could increase with the amount of people in the tunnel area of the facility.

Looking to treat each of these risks can be simple when using a risk treatment matrix. The severity of the injury compared to the frequency gives suggestions on how to treat each risk. In the evaluation above, each risk is treated by either; transfer/ avoidance and reduction of the risk; transfer and reduction of the risk; and transfer/ retain and reduction of the risk. Transferring the risk means transferring the liability of the risk to something else. For example, each of these risks should have insurance coverage in case injury does occur, that would be considering as transferring the risk.

Avoidance is defined by Cotton and Wolohan (2013) as “specific activities should not be included within the content of the program” (pg. 281), suggesting that the risk should be eliminated at all costs. These type of risks could result in catastrophic injuries and could even result in death. That is a risk any facility does not want to take. Reduction of the above risks is being proactive about monitoring the risks, and having standard practices to mitigate the risk any further. Lastly, retaining the risk is when the facility is responsible for the risk and any financial loss that results from the risk. These risks are typically just minor loss risks, and financial more often than physical in any nature.

### **Suggestions and Recommendations**

Regardless of what NHL facility the NCAA Men's Frozen Four Ice Hockey championship tournament is held in there will be similar risks. The 2018 event will be the third time the facility will host the championship tournament, and some of these risks existed then and some of these risks are new. For the risks associated with low railings and the potential of fans and employees falling, suggestions can be made by simply upgrading the areas with higher barriers that eliminate the risk and liability of people falling. The Zamboni area could have an improved drainage area that would remove any standing water, and employees can and should be present at all times to protect any one from slipping on standing water from the Zamboni. In regards to the two evacuation risks, the tunnels and arch ways should both be expanded. Additionally, proper signage should be added to the area to notify all to not block areas.

There is a reason why the facility has been granted the bid several times to host the event and a lot has to do with how well the facility is managed. Jack Larson and his staff have received numerous praises for having a great facility, and there have not been little injuries sustained at the facility because of his leadership (J. Larson, personal communication, November 5, 2013). The Xcel Energy Center is a little over 15 years old and is a multi-purpose facility that overall is one of the best facilities in the country. The reason the Xcel Energy Center and the TD Garden are granted the bid to host the Frozen Four is based on the NCAA finding importance in hosting the event in professional caliber arenas, rather than on college campuses similar to other Frozen Four events for different genders and levels.

The five major risks assessed through the survey evaluation range from high frequency and low loss to low frequency and catastrophic loss. Most of these risks can be treated by insurance coverage to help elevate the liability and should be properly monitored at all times.

Like any other NHL facility in the country, these risks can be reduced or eliminated with a few building modifications and/or developing protocol in the risk management plan. Overall to eliminate liability and risk, a well-designed risk management plan can be enough for a facility to never see any type of negligence case against it (Cotton & Wolohan, 2013).



## **Chapter Six: Ethical Analysis**

The NCAA hosts four separate ice hockey championship tournaments every year. This capstone event project is based on the Division I Men's Ice Hockey Tournament, however the ethical issue stems from the National Collegiate Women's Ice Hockey Tournament. National Collegiate Women's Ice Hockey is the equivalent to Division I Men's Ice Hockey and the tournaments are both titled Frozen Four. The ethical issue at hand is that while every year the Frozen Four Men's tournament takes place at a different location, most of the time being neutral, the women's tournament is consistently hosted by the same schools and at the same venues. In the hockey world, there is discussion pertaining to home ice advantage and how playing at home is a significant advantage. The main things that that can be tied to having a host school be a participant in the tournament are speculation of conflict of interest, if the host school is using fairness and how to evaluate which of the philosophical approaches needs to be used.

### **Home Ice Advantage**

In 2015, the University of Minnesota hosted the National Collegiate Women's Ice Hockey Tournament at Ridder Arena, which is the home arena of the Minnesota Gophers Women's Hockey team. Since the tournaments inaugural year in 2001, the University of Minnesota has hosted the tournament four times and will again in 2018. The University of Minnesota- Duluth has also hosted the tournament three times since 2001. An interesting fact is that both of these teams have also been tournament champions, with the Gophers winning four times and the Bulldogs winning five times since 2001. These statistics alone raise some questions of conflict of interest in the idea of home ice advantage. What is unique surrounding the Men's Frozen Four is that host schools are now sometimes hosting the event at out of state facilities. For example, the University of Wisconsin will host the 2016 Frozen Four in Tampa Bay, Florida. The selection process for who hosts the tournament is similar to the other NCAA

tournaments where schools submit bids to the NCAA and must create a proposal on how they plan to execute the tournament. When a school hosts a tournament, the people who staff the tournament are usually staff of the host institution. This could raise questions that they could possibly at times be impartial and give the host school a better experience, which could lead to an advantage. Discussed in the article “Wrestling with ‘Conflict of Interest’ in Sport Management”, “In most instances of conflict of interest, there is an understanding of some benefit” (Sherry, E., Shilbury, D., & Wood, G., 2007, p. 271). It cannot be proven that the University of Minnesota or University of Minnesota-Duluth have ever benefited from hosting the tournament so often, and if the event was hosted at a neutral site like the Men’s Frozen Four, no one would ever be able to speculate that they benefited from being the host.

### **Ethical Decision Making**

Fairness in sport is something that is an absolute must, but not necessarily something that is present all of the time. The conflicting interests of having a host school also be a participant in the tournament will leave room for questions of fairness in the tournament. There are three types of philosophical approaches to ethical decision-making that must be evaluated when staffing the Frozen Four. Teleology, Deontology, and Existentialism are the ethical theories described in the text *Ethical Decision Making in Sport Administration: A Theoretical Inquiry into Substance and Form* written by Malloy and Zakus (1995).

The approach that the teleology theory makes is to advocate “the position that decisions can be judged good or bad based on their outcomes or consequences alone” (Malloy & Zakus, 1995, p. 40). This means that people who practice this type of ethical decision-making are the type of people who make decisions based on how good or bad the outcome will be. For example, if the host school took the teleology approach to hosting the tournament, they could potentially

not be compliant with all of the regulations sanctioned by the NCAA for running the tournament if they do not stand to lose or gain much from not following them.

The best case approach to having the most ethically run tournament would be to staff people who take the deontology approach to decision making. This approach is the “opposite view to teleology” (Malloy & Zakus, 1995, p. 41). These are the type of people who thrive off of having rules established, and always being compliant of the rules. They feel obligated to always do what the rules say. While this sometimes may not always be the most ethical decision, in this case you would want the host institution to take this approach for the sake of fairness to all of the teams participating.

The last philosophical approach to ethical decision-making is the existentialism theory (Malloy & Zakus, 1995). In any type of athletics, this is an approach that should never be accepted. Existentialism is based on the theory that focuses on individuality and freedom of choice. If people who have this viewpoint on decision making are staffing the tournament, it would be hard to believe they would always do what the NCAA suggests in order to provide the most ethically run tournament. Regardless if it is the Men’s Frozen Four or the Women’s Frozen Four, the host institution must always do the most ethical decision making in order to provide the best experience for all participating teams. While conflict of interest will always be up for speculation if the host school is always a participant, making the host venue a neutral site could eliminate some of the speculation. Fairness is something that must take precedent over all else when it comes to the integrity of the tournament. There really is no room for the host institution to take either the teleology or existentialism approach to ethical decision making when it comes to any NCAA tournament. There are so many rules and regulations to make sure the event is first class that the only acceptable viewpoint would be deontology. It is the only truly ethical

approach that could eliminate any unfairness in the tournament, and will make the execution of the tournament easy. Recommendations to eliminate any type of ethical speculation would be to use neutral locations similar to how the Men's Frozen Four, and to model the tournament more after the Men's selection process for hosts. In the future and as the sport grows, it is hoped to see growth in the field of women's athletic opportunities, especially in relation to championship experiences.

## **Chapter Seven: Personal Statement**

Pursuing a career in athletic administration has been a long, exciting experience that I have been working towards for five years now. To achieve my goal as a collegiate athletic director, I have held numerous positions, done several internships, and spent countless hours working for different athletic departments. Education has also been a key role on my path to a career and without the education, internships, and on the job experience, my career goals would not be attainable.

The graduate program at Concordia has given me the opportunity to expand on the education I received as an undergraduate student at Concordia in the Sport Management program. In addition to having the chance to learn from professionals within the sports industry from all different capacities, the program has set the foundation for achieving my career aspirations in athletic administration.

A collegiate athletic administrator requires someone to oversee all aspects of athletic programs and management of numerous employees including coaches, staff, and student-athletes. An athletic director serves as someone in a high level leadership role, and must be able to lead not only employees, but also student-athletes. My personal leadership experience has been expansive upon different levels and varieties of employees. Assessing and critiquing my own approach to leadership has given me the opportunity to expand upon my skills and abilities to be a successful leader in athletics.

Assessing my current and future leadership aspirations, the skills approach assessment to leadership provided me with an evaluation of where my leadership skills are currently, and how I must grow to become the type of leader required to be an athletic administrator. In addition to

making aware the necessary skills to pursue my career, the assessment also provided me with a foundation to developing a five year plan to achieve my leadership goals.

### **Career in Sport Management**

Sport Management is one of the fastest growing majors in higher education today. The jobs that are part of sport management have existed for decades, but the field of study is something that is relatively new. While a DECA student in high school, I became interested in fundraising, merchandising, and sport marketing, but at the time it was not something women were involved in. After a few years of pursuing a career in cosmetology, I switched paths and began to pursue a degree in athletic administration. At this time, sport management was still a new program and I was not aware of where I wanted to focus my studies and career path.

Internships have been a key component to my education and choice to pursue further education in the field of sport management. During the sophomore year of my education, I was required to finish a minimum 105 hour internship, which was completed through the Minnesota State High School League. The position I held was Corporate Partnership and Marketing Intern, and reported directly to the Associate Director for Corporate Partnerships and Marketing. The experience with the MSHSL was where the passion for external relations began, but it was when I was an athletic administration intern at Eastview High School that my passion for athletic administration started. Following that internship, I became the assistant to the Associate Director of Athletics for External Relations and found my true calling.

These above internship experiences fueled my passion, and led me to want to expand my education in the management of sport and business. The field of collegiate athletics is very competitive for men and women alike. To hold a position in athletic administration, a bachelor's

degree is required with a master's degree being preferred. Another stipulation to having an advantage in the job market is holding a Graduate Assistant position in the area you plan to pursue. Fortunately I was able to obtain this position with the Concordia Athletic Department, and given the opportunity to work towards a degree in sport management.

The choice to pursue a higher education degree all stems from where I hope to see my career go within the next five years. My internship experiences were beneficial to having on the job practice, and a better understanding of what the necessary skills are to be a successful administrator. The education element to my pursuit is what has provided me with even more knowledge from an outside perspective, all the while assisting in my credibility in the field of sport management.

### **Graduate Program and Capstone Project**

Developing further knowledge in sport management has benefited my career path in more ways than one. Athletic administration is something that must be learned through a mix of education and real on the job experience. What is learned in sport management as an undergraduate student, is an introduction to the knowledge developed in the graduate program. While my experiences as an undergraduate students differ from those in this cohort, I find each classmate has used personal experiences to educate the others even further.

Over the course of the past year and a half, a group of 10 individuals from all different backgrounds have worked collectively to navigate through 10 separate courses in order to grasp the field of sport management. Throughout these prior courses, numerous studies, and research projects have been completed on a sporting event of the individual's choice. These two elements

of the program have provided a canvas for each individual to use the concepts learned to put into practice while working on the capstone project.

As stated above, the capstone project is made up of an element from each session throughout the graduate program. During the first two classes, research was done to discover what our interest of study is, and solidify our capstone project topic. The event selected for the sake of my capstone project is the 2015 NCAA Division I Men's Frozen Four Ice Hockey Championship in Boston, Massachusetts. Research was completed to discover all aspects of the event in order to move forward in constructing the final project for the end of the graduate program.

Each following session tied the topic of study into the capstone project by requiring a written element of the topic that relates to the event. For the human resource, organizational leadership, and ethics sessions, management of the event was discussed and knowledge was developed that involved bettering personal management skills in sport management. The marketing, facilities, finance, and legal aspects sessions of the program are the areas of study that focus on all of the planning and facilitating of the event. These sessions have progressed and expanded my experience in these areas of athletic administration, and improved my understanding of the components of sport management.

Over the past five years in my pursuit to a career in athletic administration, I have learned a great deal about the field of study, but also about myself. A large part of being in this graduate program has been being able to expand my knowledge, but also grow professionally. In this last session of the graduate program, leadership and management has been the key focus and the assessment of my own leadership approaches has been completed. This program has provided the opportunity to take the career I am pursuing, and further expand my knowledge by discussing



each aspect of the job with others who have entirely different backgrounds and experiences than myself. Having the opportunity to learn from individuals in the sport management field has made available the chance to network with some of the best in the industry while learning from their expertise. Overall, this capstone project and the graduate program in general has set me up for success in my career aspirations in athletic administration.

### **Leadership Aspirations and Assessments**

To be a successful athletic administration, leadership abilities are a necessity. The various leadership positions I have held thus far in athletics have given me the opportunity to grow from experience to experience. My current aspirations are similar to my future aspirations in leadership, but differ in being able to grow in the future with my current approaches. Over the course of the next five years, growth will be required to adapt my leadership style as my leadership roles will change. A thorough leadership development plan has been completed to further my career in athletic administration, and will guide how my leadership will change according to my situation. In addition, a few detailed assessments have been included below to evaluate what steps are needed to reach my leadership aspirations. The leadership approach assessments completed to evaluate my current leadership approach are the skills approach assessment.

Robert Katz's concept on leadership was published in the *Harvard Business Review* in 1955, and focused on the skills approach to leadership, that "emphasizes that skills and abilities are required for effective leadership and can be learned versus focusing on relatively fixed personality characteristics" (Geisen, 2015, p. 6). According to Northouse (2013), the skills approach "depends on three basic personal skills: technical, human, and conceptual" (p. 44). These skills differ from characteristics and leadership qualities, as they are things that can be

learned rather than having to be characteristics one would possess. Research shows that when a mixture of these three skills are present, successful leadership will be attainable.

According to Katz (1955), “technical skill includes competencies in a specialized area, analytical ability, and the ability to use appreciate tools and techniques” (p. 34). In athletic administration, the technical skill needed to be an effective leader would include such things as being able to run necessary software to complete the required tasks for fundraising or any marketing campaigns. Having the competency of completing any potential task associated with the job will make an overall better leader.

Human skill is exactly as it sounds, and is related to having the ability to work with people. In any leadership position, being able to effectively communicate with your constituents is necessary. It is not only regarding communication though, human skill also includes the ability to relate to those you are leading and figure out how to motivate each individual. There are a variety of different people an athletic administrator works with on a daily basis, and having the ability to adapt leadership style depending on the person you are working with is key. Student-athletes and corporate partners require a different type of communication, and a successful leader knows how to separate approaches.

Conceptual skill is the last of the three-skill approaches to discuss relating to the skills approach to leadership. Conceptual skills are focused on the idea side of completing tasks. An individual with conceptual skills has the capacity of creating an organizational plan for a company they are working for. Someone with excellent conceptual skills would be a person who would be ideal for a director of athletics position. This individual in an athletic department would be capable of organizing an entire department structure, and creating policies to ensure the department is successful.

The assessment that is part of Katz's (1955) concept of the skills approach asks a series of questions and includes a scoring guide to discover an individual's skills (Northouse, 2013, p. 44). In total there are 18 questions, and each question is answered on a scale of 1-5. The scale ranges from 1 being not true, 2 being seldom true, 3 being occasionally true, 4 being somewhat true, and 5 being very true. When assessing my current leadership skills I discovered most of my responses were both somewhat true and very true, which resulted in having high scores when calculated. "Lower-level management, technical and human skills are very important. In upper-level management, human and conceptual skills are of more value, while technical skills are less important. Middle managers require competence in all three skills" (Geisen, 2015, p. 7). My technical skill was the highest at 29, followed by human at 27, and conceptual at 25. A way to interpret these numbers would be to reference the skills needed diagram for each level of management in an organization. As it stands, my current leadership assessment would appoint me fit to be in a supervisory role as a manager, or in a middle management position. In Sirije Virkus's (2009) research on skills approach, the claim was made that "Katz stated that the level of importance of each set of skills (technical, human and conceptual) was directly correlated with the level that the person has in the organization" (para.9). Where my future career aspirations are currently, hopefully I will attain a top level management position resulting in the idea of improving my conceptual skills to attain my career aspirations.

### **Five Year Development Plan**

While I currently possess some of the necessary skills to be in a supervisory or middle management role in leadership, my five year leadership plan includes being an athletic administrator, which I consider as an upper level or top management position. There are several ways I can expand on my leadership skills, and grow as a leader to one day achieve my career

aspirations. Perfecting all three skills in the skills approach will increase my confidence, credibility, and overall ability to be a successful leader in athletic administration.

Aside from using the skills approach assessment, assessing my current leadership can be done by asking myself various questions. Evaluating the impact I make on others skill ability can provide feedback on how to improve and grow in my own leadership skills. Another way to assess my own leadership approach includes discovering the value others have in my leadership. Looking at what type of relationship I have established, has given me the ability to better understand how to lead any individual. As an Athletic Administrator, I will be working with a variety of different individuals who require different leadership. Each individual will respond differently to my leadership, but if I possess the necessary skills to be a successful leader, my plan of being in top management will be achieved.

Over the course of the past five years, I have been working towards a career in athletic administration which has included years of education, internships, and on job experience. Holding different levels of roles in athletic administration has provided me a path to discovering my passion for athletic administration relating to external relations. During the past year and a half, I have had the opportunity to be a part of the graduate program at Concordia where I have gained knowledge from some of the best professionals in the sports industry, and from my peers personal experiences and backgrounds. All of the above experiences have led me to my passion for athletics, and will assist me on my path to achieving my career aspirations.

In the next five years, I will grow within the various roles and positions I hope to hold within athletic administration. Currently, my leadership abilities are suitable for a supervisory or middle management role. In the next year, following the conclusion of the graduate program, I hope to expand my leadership abilities with a role that requires a more important leadership role

which will allow me grow my current skills. From year to year, I hope to continue my leadership skills and expand on my conceptual skills to control my own athletic department in the future.

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## Appendices

### Appendix A

#### Event Budget for NCAA Men's Division I Ice Hockey Championship

	Estimated	Actual
<b>Total Expenses</b>	<b>\$1,372,500.00</b>	<b>\$1,407,000.00</b>
Advertising	Estimated	Actual
Public Relations	\$25,000.00	\$25,000.00
Marketing Materials	\$55,000.00	\$60,000.00
TV/Print	\$100,000.00	\$90,000.00
Research and Development	\$15,000.00	\$25,000.00
Total	\$195,000.00	\$200,000.00
Salaries and Wages	Estimated	Actual
NCAA Staff	\$75,000.00	\$75,000.00
Site Staff	\$150,000.00	\$150,000.00
Contracted Staff	\$60,000.00	\$80,000.00
Security	\$30,000.00	\$30,000.00
Benefits	\$20,000.00	\$20,000.00
Total	\$335,000.00	\$355,000.00
Rent	Estimated	Actual
Facility	\$180,000.00	\$200,000.00
Furniture and equipment	\$40,000.00	\$30,000.00
Insurance	\$125,000.00	\$125,000.00
Total	\$345,000.00	\$355,000.00
Miscellaneous	Estimated	Actual
Maintenance and repairs	\$7,000.00	\$6,000.00
Travel and Lodging	\$400,000.00	\$400,000.00
Web hosting	\$40,000.00	\$40,000.00
Miscellaneous	\$50,000.00	\$50,000.00
Office supplies	\$500.00	\$1,000.00
Total	\$497,500.00	\$497,000.00

Appendix B  
Income Statement

NCAA Men's Division I Ice Hockey Championship		<b>Income Statement</b>	
		For the Years Ending [Dec 31, 2014 and Dec 31, 2015]	
<b>Revenue</b>		<b>2015</b>	<b>2014</b>
	Ticket Sales revenue	2,009,000	1,780,000
	(Less sales returns and allowances)		
	Merchandise revenue	500,000	450,000
	Sponsorship revenue	1,500,000	1,000,000
	Other revenue		
<b>Total Revenues</b>		<b>4,009,000</b>	<b>3,230,000</b>
<b>Expenses</b>			
	Advertising	200,000	200,000
	Employee benefits	100,000	100,000
	Furniture and equipment	30,000	30,000
	Insurance	125,000	125,000
	Maintenance and repairs	6,000	7,000
	Office supplies	1,000	1,000
	Rent	200,000	180,000
	Research and development	30,000	15,000
	Salaries and wages	255,000	225,000
	Travel and Lodging	400,000	400,000
	Web hosting	40,000	40,000
	Other	20,000	20,000
<b>Total Expenses</b>		<b>1,407,000</b>	<b>1,343,000</b>
	Net Income Before Taxes	2,602,000	1,887,000
	Income tax expense	14,936	9,920
<b>Income from Continuing Operations</b>		<b>2,587,064</b>	<b>1,877,080</b>
<b>Net Income</b>		<b>2,587,064</b>	<b>1,877,080</b>

Appendix C  
SWOT ANALYSIS



## Appendix D

Interview questions with General Manager of Xcel Energy Center, Jack Larson:

Exact title or position held:

Academic overview:

Job History:

Overview of current position:

How long you have been at your current job?

Q1 What do you like most about your job?

Q2 What do you dislike or find the most difficult about your job?

Q3 How important is a risk management plan to a facility of this size?

Q4 What departments do you oversee?

Q5 Have there been any real catastrophic losses or risks associated with the Xcel Energy Center?

Q6 Why do you think you get to host large events aside from just being a facility for hockey?

Appendix E  
Survey Evaluation of Risks

Location	Identify Area and hazard risk	Classify Type of Hazard	Treatment	Standard of Care, as dictated by governing document	Recommendation
Zamboni Area	Near ice, standing water	medium frequency/critical loss	Transfer/Avoidance & Reduction		Do not allow any guests or employees to walk in area until water is fully mopped up after Zamboni has left the ice. Adding better drainage systems could also prevent risk of an individual slipping on standing water/ice.
Premium Seating	High seating area, low railings. Intoxicated spectators could fall over railing	low frequency/catastrophic loss	Transfer and Reduction		Raise the seating rails to make it less likely that someone could fall over the edge
Gate entrances	Main gate area does not allow for adequate evacuation. The tunnels are too narrow.	low frequency/moderate loss	Transfer/Retain & Reduction	Fire codes requiring exits to be a certain size	Open up the gates to make them wider to allow more people to evacuate the building and exits with ease.
Locker room tunnel	Near ice, not easy exit access	low frequency/critical loss	Transfer and Reduction	Proper signage must be visible so there is not blockage in player tunnels in addition to fire codes block path ways.	Do not allow anyone or anything to be in the way of the tunnels. The potential of widening the hall ways would also prevent this risk.
Press area	extremely high open area where individuals could fall	low frequency/catastrophic loss	Transfer and Reduction	NHL obligated to protect its employees and provide a safe environment to work	Adding glass to the press boxes to mitigate the potential of having someone in that area fall over an edge