# THE DEVELOPMENT OF TARGET MARKETS <br> FOR THE UNIVERSITY OF MISSOURI <br> FOOTBALL PROGRAM: A <br> GEOGRAPHIC ANALYSIS 

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## CHAPTER I

## INTRODUCTION

The role and importance of sport in American society, both from a participatory and a spectator viewpoint, is prevalent in the everyday life of the average American. Changes in numerous aspects of the sport ideology has allowed it to become a major facet in the lives of many Americans. Technological advances have transformed our society from a production oriented economy to a consumer oriented one. This has allowed play and sport to fill vast amounts of leisure time in the lives of Americans (Figler, 1981).

During the past decade there seems to be more attention focused on active leisure participation in sports and physical activities. Individual participation in sport has increased at all levels and in all ages (Nixon, 1984). While individual participation has increased, so has spectator appreciation of sport. Numerous theories have been suggested to explain the significance of spectator sport. Sociologists Eitzen and Sage cite societal needs that are served by sport. They state that sport provides a way of releasing excess energies, tensions, and hostile feelings in a socially acceptable way. Secondly, athletes
can serve as role models that possess the proper mental and physical traits to be emulated by other members of society. Finally, sport is a secular, sometimes religious, institution using ritual and ceremony to reinforce the values of society (Eitzen and Sage 1978). Beisser (1967) implies that sport spectating, as opposed to participation, enables both males and females to have a role in the sport society. Beisser states that, "... sport consumption is a socially sanctioned mode of behavior wherein an individual can share something in common, on an equal basis, with others in the community."

College football has been at the forefront in the development of spectator-centered sports. From the middle of August to the end of November, you will find sport spectators and fans nationwide enthusiastically attending or tuning in to watch or listen to the game that is of regional interest or of possible national significance. The season then culminates with the college bowl season which offers a virtual smorgasbord of college football that generates substantial revenues and publicity for the schools involved. These potential revenues have led many institutions, companies, and individuals to take advantage of this societal interest by being involved in sport, particularly college football. A college football community and the university can benefit immensely from the amount of revenue generated on a particular weekend and season. More importantly is the revenue generated by the
coverage of television and the media. On a typical autumn weekend your television program guide will be filled with opportunities to watch college football. Most of the major television networks and ESPN, present a game of interest to the football fan. Most recently, college football has joined with network television to offer games of interest on a pay per view basis. Unfortunately only a small percentage of colleges benefit from television coverage. A college football program's success is often measured by how many appearances they have on television. This measurement is directly related to the win-loss record of the program. Rader (1983) believes there is more:

Since 1950, only those teams at the top of the polls filled stadiums, received bowl invitations, appeared regularly on network television, and generated adequate revenues to finance their expensive athletic programs (p.266).

This being true, there is substantial pressure for college football programs to be successful. Promoting the win at any cost image that has surrounded college football since its early days (Miller, 1953). Other criteria involved in successful football programs are the recruitment of quality athletes and coaches that encourage and exemplify winning at the university. Sport geographer John F. Rooney Jr. has worked extensively with the recruitment aspect of college football. Rooney (1987) states:

A successful athletic program is dependent on the effective recruiting of both players and coaches. Good recruiting does not guarantee a good team, but without it there is no hope (p.10).

## University of Missouri Football

A Tiger Tradition?

The University of Missouri Tigers are an example of a program that has not fared well in their last decade of college football. Attendance figures have declined considerably within the last ten years. Missouri, a member of the football affluent Big Eight Conference, has not had a winning season since 1983. This recent failure, hasn't always been the case. Historically, a winning tradition for the University of Missouri football program could be labeled as "on the bubble". Tradition in college football can be influential to the future success of a program. A strong tradition will encourage alumni financial assistance, game day ticket and concession revenues, and blue chip recruitment. Goudge discovered that institutions that developed winning programs early in the modern college football era (1952-1970), had excellent access to talent and often filled a void where professional athletic entertainment was lacking (Rooney, 1987, Goudge, 1984). Unfortunately, the Goudge study was unable to develop an explanation as to why a team once considered an elite program in an early decade failed to maintain this lofty status.

During the 1960s, under the guidance of Coach Dan Devine, the Missouri program made tremendous strides toward developing a new winning tradition, following the one that evolved under legendary coach Don Faurot. From 1960 to

1969 the Tigers were the only team in the nation that lost fewer than three games per season. Their winning percentage throughout that period was 77 percent (Table I). Average attendance during those years increased from 33,100 in 1960 to 57,500 in 1969; a growth rate of 73.7 percent (Missouri Football Media Guide, 1992). Long time St. Louis Dispatch sports editor and University of Missouri football historian Bob Broeg (1990) comments:

Even though faced with the arrival of pro ball at St. Louis and then at Kansas City, the University of Missouri flourished artistically and financially...Dan Devine can take considerable credit. Despite the tough, new competition for the autumnal entertainment dollar, ol'mizzou did more than hold its own,...the reason was simply that the Tigers won more regularly. As a result, MU suddenly found itself the object of affection for many who had not gone to college...(p.118).

Throughout the decade of the 1960s Missouri fans were introduced to consistent college bowl experiences. Devine led teams appeared in six bowl games (winning four), the University of Missouri was becoming a consummate fixture in Division I football.

The decade of the seventies witnessed continued success, as Missouri established a legitimate program with a reputable tradition. Coaches Al Onofrio and Warren Powers maintained the winning ways of Devine. The overall success that Devine achieved was not matched, but Onofrio and Powers enabled the program to receive some notoriety as "giant killers". The Tigers were able to surprise and defeat highly ranked teams during the 1970s. Post-season

TABLE I

MISSOURI TIGER FOOTBALL WIN/LOSS
COMPARISON 1960-1993

| Year | Won | Loss | Tle | Home | of Average Games Attendance |
| :---: | :---: | :---: | :---: | :---: | :---: |
| 1960 | 11 | 0 | 0 |  | $5 \quad 33,100$ |
| 1961 | 7 | 2 | 1 |  | 5 40,360 |
| 1962 | 8 | 1 | 2 |  | 5 41,640 |
| 1963 | 7 | 3 | 0 |  | 5 45,259 |
| 1964 | 6 | 3 | 0 |  | $5 \quad 45,428$ |
| 1965 | 8 | 2 | 1 |  | $5 \quad 49,369$ |
| 1966 | 6 | 3 | 1 |  | 5 51,840 |
| 1967 | 7 | 3 | 0 |  | $5 \quad 51,687$ |
| 1968 | 8 | 3 | 0 |  | $5 \quad 55,096$ |
| 1969 | 9 | 2 | 0 |  | 5 57,500 |
|  | 77 | 22 | 5 |  |  |
| Winning | tage | 77\% |  |  |  |
| 1970 | 5 | 6 | 0 |  | $5 \quad 58,592$ |
| 1971 | 1 | 10 | 0 |  | 6 52,979 |
| 1972 | 6 | 6 | 0 |  | 6 45,873 |
| 1973 | 8 | 4 | 0 |  | $6 \quad 56,716$ |
| 1974 | 7 | 4 | 0 |  | $5 \quad 53,876$ |
| 1975 | 6 | 5 | 0 |  | $5 \quad 64,595$ |
| 1976 | 6 | 5 | 0 |  | $5 \quad 63,608$ |
| 1977 | 4 | 7 | 0 |  | 6 62,076 |
| 1978 | 8 | 4 | 0 |  | 6 65,745 |
| 1979 | 7 | 5 | 0 |  | 6 69,867 |
|  | 58 | 56 | 0 |  |  |
| Winning | tage | 51\% |  |  |  |
| 1980 | 8 | 4 | 0 |  | 6 67,602 |
| 1981 | 8 | 4 | 0 |  | 7 61,787 |
| 1982 | 5 | 4 | 2 |  | 6 52,264 |
| 1983 | 7 | 5 | 0 |  | 7 52,029 |
| 1984 | 3 | 7 | 1 |  | 6 47,790 |
| 1985 | 1 | 10 | 0 |  | 7 47,128 |
| 1986 | 3 | 8 | 0 |  | 6 39,097 |
| 1987 | 5 | 6 | 0 |  | 7 39,524 |
| 1988 | 3 | 7 | 1 |  | 6 38,902 |
| 1989 | 2 | 9 | 0 |  | 6 41,891 |
|  | 45 | 64 | 4 |  |  |
| Winning | tage | 41\% |  |  |  |
| 1990 | 4 | 7 | 0 |  | 6 39,839 |
| 1991 | 3 | 7 | 1 |  | 6 39,660 |
| 1992 | 3 | 8 | 0 |  | 638,972 |
|  | 10 | 22 | 1 |  |  |
| Winning percentage |  | 31\% |  |  |  |

[^0]play continued. Seven bowl appearances in the fourteen years under Onofrio and Powers allowed for further national recognition.

A gradual increase in attendance continued through the 1979 season. Faurot Field's seating capacity of 62,000 often overflowed with crowds exceeding 75,000. Average attendance peaked in 1979 at 69,867, the largest annual figure in Missouri history. The attendance growth rate was 19.2 percent from 1970 to 79 . But the winning percentage dropped from 77 percent during the Devine era to 51 percent for 1970-79.

Unfortunately, to sustain a tradition in college football, consistent winning is essential. The University of Missouri, since the middle to latter part of the 1980 s has been jeopardizing a once promising football program. Even the idea that on "a given Saturday" the giant killers of old might appear, is fast becoming a fond memory.

Since 1983 Missouri's winning percentage is a meager 28 percent. Average attendance has dropped by 25 percent from 1983 to 1992 (Table I). What factors have led to the recent decline of the football program. How much has coaching, recruiting, scheduling, etc. had to do with the success at Missouri. If the Missouri program is contemplating changes in the coaching staff, intensification of recruitment, or altering the future schedules, maybe the attitudes and expectations of Missouri football fans should be considered. Success in college


#### Abstract

football can be measured by a number of criteria. While winning is the most prominent factor in selling tickets, it isn't the only factor. Geographic marketing research should be emphasized. The theory being, filling the stadium helps the team win as much as a winning team helps fill the stadium.


The Problem Statement and Objectives
of the Research

With the ever changing fragmentation and shifting of social levels and consumer markets in American society, marketers are constantly trying to develop new methods to measure the transformation of consumer behavior. There is a growing emphasis on knowing where this new fragmentation and shifting occurs in relation to sport. The value of this information is important to those businesses and corporations which produce, market, sell, and sponsor sporting goods and sport related events.

It is imperative that sporting event marketers know where their fans reside, as well as their demographic and personal lifestyles. By obtaining this information, the sports marketing group will be able to cater to, and target directly through promotions, advertising, and an overall qualitative experience at the event. Therefore this type of analysis would be advantageous to marketers who are trying to promote such an event.

The University of Missouri football program has been
selected as a case study. The purpose of the research is to provide a demographic profile of fans that attend the university's football games and thus produce market areas they should pursue to increase ticket sales. The completion of a demographic cross-sectioning by zip code, of current ticket holders to understand what is typical about those who attend Missouri football games, will enable targeting of sales to zip codes with similar geodemographic backgrounds and consumer mannerisms. To accomplish this goal, the following objectives will be completed.

1. Identify levels of general sport interest within the market study area.
2. Locate the concentrations of Missouri Alumni within the market study area.
3. Complete a locational analysis of season ticket holders, mail order tickets, and student tickets sold, at the zip code level.
4. Profile and create a demographic composition of the best served zip codes.
5. Determine zip codes to be targeted for the promotion of expanded ticket sales.

## LITERATURE REVIEW

Introduction

The literature review begins with a brief summarization of the fundamentals and concepts of the sport geography discipline. The discussion continues with the advancement of the field, focusing on a regional perspective. The introduction of previous studies will follow comparing the parameters of success with relation to college football. Finally, examples will be cited stressing the importance of social and geodemographic marketing.

Sport Geography/Sport Regions

Publicly and in academia the average intellectual associates the discipline of geography with questions of location and man's cultural and physical environment. Many sub-disciplines exist within this diverse field. Economics, history, climatology and marketing are just a few of the disciplines that can be studied from a geographic perspective. Within the last three decades, limited, but substantial work has been completed in the field of sport geography. The pioneer of this field is

John F. Rooney, Jr.
The early studies of Rooney (1974 and 1975) uses both a systematic and a regional approach to define the geographic analysis of sport. The systematic approach allows for the examination of an individual sport by explaining its diffusion over space and time. This examination can be on a regional or national scale. The process takes into account the spatial organization, social interaction, and landscape alterations that occur during its diffusion.

The regional approach applies the same concepts as the systematic analysis while focussing the study to a particular region. Within the region, sports are measured by participation rates, quality player production and spectator interest.

You think of golf as a warm-climate sport, but participation rates are three times greater in Minnesota and Michigan than they are in most southern states (Rooney 1992 p. 1).

This fact and many others are addressed in Rooney and fellow-sport geographer Richard Pillsbury's recently completed research endeavor. Together they have written The Atlas of American Sport (1992). This publication combines the refinement and expansion of the techniques used by Rooney and Pillsbury's cultural lifestyle analysis of sport to determine where the interest and emotional attachment to sports occur. American sport regions were established from the research.

One region is the Pigskin Cult (Figure 1). This
region is described and named for the emphasis that it
places on football. Rooney (1992) gives this description:
The annual homecoming games of the state universities will reflect sporting landscape of the Pigskin Cult sporting psyche...it is the annual battle between Auburn and Alabama, Clemson and South Carolina, or Georgia and Georgia Tech which captures the sense of the region. Long lines of decorated cars wending across the rolling countryside, massive stadiums dwarfing the adjacent communities, day long tailgate parties in the parking lots, and the weary and tired drive home are all important parts of these games which some never quite get around to actually attending. Job, family and personal decisions revolve around their timing as the regions fans search for that identity and pride of times past (p.19)

The role that college football plays in the Pigskin Cult and our sport oriented society is tremendous.

Success and Location

The principles of locational analysis theory relate commercial or service related success to optimal location factors. Goudge (1984) examines the relationship between success and location of college football from 1952 to 1983. The initial findings of Goudge showed little significant relationship of college football success to location during the time of the study. Goudge (1984) writes:
...There are football programs that have been successful year in and year out that possess good relative locations, such as Alabama, Michigan, Notre Dame, Ohio State, etc. On the other hand there are sufficient numbers of successful programs with relatively poor locations; Brigham Young, Nebraska, Washington, etc...no clean cut relationship between success and location can be identified (p.74)

Goudge also measured success by win-loss records, Top-


Source: Atlas of American Sport

Figure 1: American Sport Region - The Pigskin Cult

Twenty rankings, attendance figures, television appearances, bowl game invitations, the number of AllAmericans and the number of former players that have gone on to play professionally.

Goudge believes that the variables mentioned are influential to the success of a college football program. The author also conveys that the individual institution needs to be analyzed to determine what variables substantiate the success or failure of their program.

Market Research/Analysis

Marketing research is a vital aspect of the modern businesslike manner in which major universities conduct themselves. To arrive at an effective return on investment, sport entertainment suppliers need to identify and locate markets for their products and programs. Also pertinent in terms of marketing to the sport consumer, is the knowledge of regional differences within the determined market area (Rooney 1992).

To track the changes of the sport consumer, a variety of methods are applied. Participation rates, media coverage, buying patterns, consumer surveys and demographic analysis are common ways to determine market trends.

The geography of markets is also an important component in marketing research. Where consumers live may be more important in determining what they'll buy than age, lifestyle or other demographic and psychographic factors (Stores p. 42 1989, Anderson p.4, 1991).

Michael J. Weiss, author of The clustering of America (1988), uses a combination of geographic location and the aforementioned variables to describe by Areas of Dominant Influence (ADI) the consumer and lifestyle behavior of the people therein. The ADI simply reflects the area in which a traditional television signal penetrates.

Appreciation of analytical methods used in sport geography, combined with geodemographic concepts are increasingly being used to predict sport interest markets. Rooney and Associates currently uses a demographic analysis process to devise target zip code markets for professional football, basketball, and baseball franchises and sponsored athletic events. Rooney along with the Sports and Leisure Division of the New York Times Magazine Group have developed The Database of Golf and Tennis in America. The database enables the user to determine potential markets for golf and tennis facilities, design sales territories for manufacturers, and promote event sponsorship.

CHAPTER III

## DATA COLLECTION AND METHODOLOGY

## Introduction

The overwhelming and irreversible changes in the American marketplace has forced market researchers to diversify their analysis techniques. Burdened by a lack of access to relevant data, dependant on others for current market data, and an inability to integrate, analyze, and report market information in an efficient manner has led to a need for a new analytic process (Thomas and Kirchner 1991).

Management of Geographic Information Systems (GIS) has recently become a popular way of maintaining and analyzing large databases. GISs allow for efficient and effective integration of data to be manipulated spatially while applying quantifiable methods. Sport marketers have made use of GIS to store and manipulate sport demographic information.

Data Collection

For the purpose of this study, an individual database will be designed. To design this database a market area was defined. The University of Missouri is located in

Columbia, MO. Columbia is geographically located near two major highways. Interstate 70 runs east and west connecting the urban centers of Kansas City and St. Louis. Jefferson City, south of Columbia is directly connected by Highway 54. These two thoroughfares give the university access to a substantial population base for drawing spectators to athletic events (Figure 2). The market study area includes the St. Louis and Kansas City Metropolitan Statistical Areas (MSAS), and the entire population base of the state of Missouri. The MSA regions include information for counties in Illinois and Kansas.

To complete a location analysis of ticket purchasers, the University of Missouri athletic ticket office supplied a list of season ticket holders non-student and student and mail order tickets at the zip code level. All information was entered into the database using the zip code as the geographic unit. The university's Alumni Association also produced a list of alumni and former student attendees to the University of Missouri for the predetermined study area.

To intensify the analysis, a profiling of the lifestyle, consumer behavior, and overall geodemographics of the zip codes on a microscale was completed. To achieve this objective the use of the Claritas Marketing System was implemented. The Claritas system was created in 1974 by entrepreneur Jonathan Robbin. Robbin devised the geodemographic system to combine census data, consumer

surveys, and consumer purchase records for target marketing at the zip code level. Robbin then produced a network to sort the nation's 36,000 zip codes into forty lifestyle clusters using the PRIZM (Potential Rating Index for Zip Markets) system, an individual can draw on thousands of census and consumer statistics to produce an accurate portrait of any neighborhood (Weiss 1988). A final use of the Claritas information, was to discover high areas of sport interest. In relation to the probe for areas of sport interest, separate database of Missouri high school sport availability was completed. One of the best indices for determining sport interest in the United States is the examination of high school participation by state (Rooney 1992). Using the Missouri Coaches Directory, a data set was developed that summarizes the individual sports offered at high schools in Missouri by zip code. All demographic data compiled at the zip code level were obtained from Strategic Mapping, Inc., a computer mapping software company.

Within the confines of this study, an operational framework was developed to enhance and add validity to the current location analysis techniques used by Rooney \& Associates. These current techniques allow for the creation of target markets for potential consumers of sporting events.

Methodology

During the period of the 1980s, mass marketing began to decline in virtually every industry. Target marketing is now stressed as businesses redirect their efforts toward regional marketing, niche marketing, and customer segmentation. It is one thing to develop marketing plans for mass markets, but designing customized market plans for specific markets require new tasks and new tools (Thomas and Kirchner 1991).

Customizing a target market plan for the University of Missouri football program will involve the identification of fans through GIS analysis. The analysis will consider economic, social, demographic and sport interest variations within the study area.

The locational analysis of fans will involve mapping by zip code the geography of ticket sales to football games. The heavily concentrated (best served) areas will then be determined by computing tickets sold per capita. Once the best served areas are specified, census demographics including average household income and number of households will be added to the database.

Mapping of alumni and former students will be completed to establish where interest in the University itself is concentrated. This information will also be entered into the database.

Defining initial sport interest at the high school level will include identifying what sports are offered for
high school boys and girls by zip code. The enrollment of the high school will be included in the database to compute per capita numbers. Per capita analysis is used frequently throughout this research process. A per capita index of variables for each areal unit studied was calculated by using the formula for location quotients (LQ):

$$
\text { Per-Capita Index }(L Q)=\frac{-\infty}{(S / E)}
$$

Where $s$ is a measure of sports offered for a specified areal unit and $e$ is the high school enrollment of that areal unit, $S$ represents the total sports offered by state and $E$ is the state high school enrollment. This index is used because it allows one areal unit measure to be valued or weighed equally relative to another, negating differences in population density.

To intensify the location of high sport interest, additional variables will be attached to the database, using the Claritas information. Zip codes with individuals that have college football and basketball interest, watch ESPN, and read the sports page of their local newspaper, etc., will be included.

Variable averages for the best served zip codes are then calculated to determine what is typical of the Missouri football fan. These findings will provide limitations as to the demographic composition needed by the underserved and untapped zip codes within the market area to be targeted for potential consumers.

## CHAPTER IV

## ANALYSIS OF VARIABLES

The purpose of this chapter is to illustrate and measure the individual factors and methods chosen to reveal potential sales markets for the University of Missouri football program.

The factors or methods to be analyzed include general sport interest, the location of Missouri Alumni and football ticket purchasers. It will also include a demographic profiling of the best served markets and the zip codes targeted for sales development.

Sport Interest Analysis

In an attempt to better understand what defines a fan of Missouri Tiger football, it was imperative that a regional perspective of sport interest be determined. The market area for this study was analyzed to uncover particular micro-regions of sport interest. A preliminary explanation of the state's interest in sport was revealed and the intensity of that interest in those regions lead to the discovery of potential consumers of the football program.

The initial part of the analysis involves the sport
regions designed by Rooney and Pillsbury (1992). The state of Missouri falls into the Sport for Sports Sake (SFSS) region (Figure 3). Rooney and Pillsbury believe that the SFSS region is characterized by high rates of female participation and low rates of elite athlete production, promoting an equal opportunity environment where physical activity for individual well being is emphasized.

To investigate this phenomenon, the market area's sport interest was analyzed. A similar technique practiced by Rooney and Pillsbury was applied. The difference was that, Rooney and Pillsbury observe high school participation rates while this study examines the individual sports that are offered at the high school level throughout the state. Due to continuing concern for educational finances, an interest must be shown by both participants and spectators in the individual sports in order for them to maintain their status in the following year's budget. Therefore, the availability of sport to promote individual and spectator participation is a genuine measure.

The Missouri Coaches Directory was used to create the data set of sports offered to high school students. This data was entered at the zip code level and then aggregated to the county level. Examination of the data at the county level revealed a distinct pattern (Figure 4). The counties that are adjacent to and north of the Missouri River tend to offer more sports to high school students on a per


Figure 3: American Sport Regions

Missouri


Figure 4: Per Capita High School Sport Availability by County
capita basis, then the southern half of the state. The northern part of Missouri appears to have more interest in high school athletics and thus can indeed be classified as a SFSS region.

The MSA's of Kansas City and St. Louis were examined individually at the zip code level. These areas are similar with regard to population, ethnicity, and economic development, yet the sport interest is quite different. Comparison of traditional versus non-traditional sports within these two urban centers proved to be quite interesting. Traditional sports were defined as football, basketball, and baseball. Non-traditional sports include wrestling, ice hockey, lacrosse, soccer. Rooney and Pillsbury (1992) classify the city of St. Louis in the sport region of The American Heartland. This region is defined by the above average participation it has in traditional sports. There are other sports that prosper here, but it is the area's production of elite players that set it aside from the SFSS region. Using the high school sport availability database shows that the $S t$. Louis area is much more diverse in the sports programs that are offered at the high school level than the Kansas City area (Figure 5). Kansas City schools tend to offer traditional sports. One does not often find strong gymnastics or swimming programs. Sports such as field hockey for girls and volleyball for boys help to distinguish the St. Louis area's sport culture.


Source：Missouri Coaching Directory


St．Louis，MO
Sport Interest

Sports Offered
Per Capita
$\square 0.00$ to 0.00
＊ 0.01 to 0.99
（⿴囗大 1.00 to 2.50
2.51 to 4.00
4.01 to 11.56
$1.00=$ Average

Figure 5：Urban Comparison of High School Sport Availability

High school football, while being somewhat ubiquitous throughout the state appears to support the northern SFSS region (Figure 6). An explanation of high football interest in this area could be the influence of eight man football. Historically, this part of the state could be described economically as agri-business. With the declining fortunes of the small farmer, this area is losing much of it's population base. Enrollment of schools in these areas have also declined. High schools with football backgrounds have had to drop in Class distinction, but have maintained their interest in football. The southeastern part of the state has low availability of football at the high school level. The initial expense to equip a team, provide a facility, and a lack of competition may have inhibited this area's sparse population from beginning football programs.

Rooney (1992) contends that it is at the high school level, as opposed to the collegiate or professional level that sport enthusiasts learn and develop their interest for their respective games. A study conducted by Andrew Smyth showed that high school interest was conducive to locating professional franchises. Smyth (1987) makes this assumption:

> ... if interest in general is high, then so will be the desire to spectate. At the very least, propensity to spectate will be higher then in an area with a lower level of interest. (p.43)

What does this say about the possibility of MU increasing ticket sales?


The northern half of the state and the sport minded St. Louis area are established regions for laying the foundation for the target market process.

## Alumni Location

A university's alumni are crucial to the continual expense and support that is needed to be successful in college athletics. To locate and measure the existing and potential support that the MU athletic department could anticipate, the database was completed.

A list of MU alumni was acquired and entered into the database from the MU Alumni Association. The athletic ticket office provided a list by zip code of donors to the athletic department. Through geographic analysis, a residual comparison of per capita graduates to per capita donors was completed (Figure 7). The comparison shed light on these two variables. While distribution of graduates are spread throughout the entire market area, the concentration of athletic donors is primarily within approximately eighty miles of the university . Eighty percent of the total athletic donors are represented within the best served areas. This would indicate that the majority of those that donate back to the athletic program are the ones who stand to benefit from their close proximity.


## Missouri Football Fan Location

Instrumental to the analysis of MU football fans is the location of those fans on a per capita basis. Mapping the total fans per capita allows for recognition of best served zip codes within the market area by providing a spatial view (Figure 8). Total fans are derived from individuals who purchased public or family plan tickets through the mail. The entire market area is comprised of 1,127 zip codes. The zip codes that had at least one fan per capita were labeled as best served markets (Appendix). One per capita was used because it is representative of what is considered average for the study area. The per capita aspect interprets the fan interest on an equal level, weighing a St. Louis suburb the same as a rural farming community. There were a total of 210 best served zip codes. These zip codes accounted for 80 percent of the total public tickets sold. The concentration of ticket buyers are found along the $1-70$ corridor and within a 100 mile radius of Columbia. Investigation of the 100 mile radius shows that intense support is heavier north and northwest of Columbia. Communities like Mexico, Moberly, and Marshall have total populations near 12,000, yet are within the top 25 percent of the best served zip codes with 7.11, 4.67 and 4.65 fans per capita respectively
(Appendix). Marceline, Alma, and Slater are smaller communities (populations under 3,300 ) that show significant interest in MU football.


Their fans per capita are within the top 18.5 percent of the best served zip codes. These communities tend to have strong support for their high school football programs.

The suburban areas of Kansas City and St. Louis represent a marginal contribution to the total tickets sold. These large population bases within a two hour drive along Interstate 70 could prove to be a substantial untapped market for future ticket sales.

## Best Served Characteristics

The database of the market area consolidated MU athletic donors, alumni and attendees with demographic data, ticket information, and Claritas sport indices to the zip code level.

To determine what is typical or characteristic of the MU football fan, averages and totals of the databases individual variables were computed from the best served markets. These averages are then used as the criteria for targeting the underserved or untapped markets. The idea is that the eventual target $z i p$ codes should resemble the $z i p$ codes that the university is currently serving well. The target zip codes will compare to the best served markets in relation to income levels, interest in the university and similar index values of sport related variables. Averages and totals of the best served markets are listed below (Table II).

AVERAGES AND TOTALS OF BEST SERVED ZIP
CODES FOR MU FOOTBALL TICKET SALES


The total population of the best served zip codes equalled $1,407,507,22.4$ percent of the entire market area's population. This population figure is representative of 549,872 households with an average annual income of $\$ 30,340$, which is $\$ 2,900$ above the average for the overall study area. Of the $72,696 \mathrm{MU}$ alumni in the market area, these best served zip codes embody 56 percent of them. This leaves 44 percent of the total alumni in the market area unserved. Comparison of the best served sport variable averages provided little deviation from totals for the overall market area (Appendix). The sport variable comparison will later be a useful tool in strengthening the validity of target markets.

The best served areas of the Missouri football program describe a number of factors that could be indicative of the markets to be targeted. These factors include an income level near $\$ 30,000$, previous affiliation with the university, either as an alumnus or former student, and finally, the desire of the spectator to attend the event through measurement of the Claritas variables.

## Target Market Construction

A total of 917 zip codes were not considered part of the best served area and were analyzed for potential target markets. The following is an explanation of the construction process used to determine primary, secondary, and supplemental targets.

To qualify as a primary target, the zip code under analysis needed to meet the following qualifications (Table III).

TABLE III
PRIMARY TARGET QUALIFICATIONS

| Variable <br> to Analyze | Criteria <br> Value | Targets <br> Remaining |
| :--- | :--- | ---: |
| Underserved Zip Codes | $>1.01$ PC Fans | 917 |
| Avg. Household Income | $>\$ 30,340$ | 219 |
| College Football Interest | $>1.01$ Index | 144 |
| MU Graduates PC | $>1.00$ Index | 36 |
| College Bsktball Interest | $>1.00$ Index | 33 |
| Pro Football Interest | $>0.97$ Index | 30 |

$\mathrm{PC}=$ per capita

The order of the criteria was determined by the economic and sport interest factors that influence a potential consumer.

Average household income was used to establish the wealth of the area in which the zip code was located. The availability of expendable income is a necessity within the household, before the consumer decision process takes place. Figure 9 suggests that expandable income is located in and around the urban centers. Consequently, rural Missouri is much lower in income when compared to the urban areas. Insight on college football fan location, was illustrated by the spatial distribution of the Claritas college football interest variable. Previous affiliation with the university proved to be a major factor that

sharpened the accuracy of the targets. The addition of this variable to the analysis, narrowed the remaining target zip codes from 144 to 36 . Finally, the remaining sport interest variables of college basketball and professional football clarified the remaining targets, reducing them to thirty.

Similar procedures were followed throughout the targeting process of the secondary and supplemental target groups. The exception to the secondary process involved decreasing the value of the variables to allow for the sample size to be larger (Table IV).

TABLE IV
SECONDARY TARGET QUALIFICATIONS

| Variable <br> to Analyze | Criteria <br> Value | Targets <br> Remaining |
| :--- | :--- | ---: |
| Underserved Zip Codes | $>1.00$ PC Fans | 887 |
| Avg. Household Income | $>\$ 30,000$ | 217 |
| College Football Interest | $>1.00$ Index | 135 |
| MU Graduates PC | $>0.75$ Index | 48 |
| College Bsktball Interest | $>1.00$ Index | 33 |
| Pro Football Interest | $>0.90$ Index | 23 |

PC $=$ per capita

GIS capabilities made it possible to manipulate the criteria to arrive at the desired number of targets.

The purpose of the supplemental process was to locate the generic sports fan within the market area. Therefore the order of the criteria was rearranged and the variable value decreased to enlarge the sample size (Table V).

TABLE V

## SUPPLEMENTAL TARGET QUALIFICATIONS

| Variable <br> to Analyze | Criteria <br> Value | Targets <br> Remaining |
| :--- | :--- | ---: |
| Underserved Zip Codes | $>1.50$ PC Fans | 904 |
| Avg. Household Income | $>\$ 28,000$ | 286 |
| College Football Interest | $>0.90$ Index | 229 |
| Pro Football Interest | $>0.85$ Index | 217 |
| College Bsktball Interest | $>0.90$ Index | 195 |
| MU Graduates PC | $>0.30$ PC | 107 |
| Sports Illustrtd Readership | $>0.80$ Index | 82 |

$P C=$ per capita
To broaden the market base, the total fans per capita was increased to 1.50. Best served zip codes were used to possibly enhance the targets to include at least initial MU football interest. The professional football and college basketball variables were ranked higher than the criteria for MU graduates in this case, to maintain the pursuit of the generic sports fan. Finally, readership of Sports Illustrated was added to the formula to magnify the appreciation of sport in these target areas.

## Target Analysis

The areas obtained from the primary target analysis are shown in Figure 10. Of the thirty targets chosen, all but three are located within the suburban areas of Kansas City and st. Louis. These dominantly urban zip codes establish an audience totalling 518,480. This population base includes 189,119 households with an average

income of $\$ 41,497$ (Table VI). The primary targets contain 10.9 percent of the total number of individuals who graduated from or attended the university, within the overall market area. The statistics calculated for the primary targets confirm areas of expendable income and the MU affiliation necessary to promote potential sales.

The enhancement of these areas continues through the comparison of the Claritas sport variables. (Table VI). These indices explain that compared to the overall study area the zip codes that have been targeted are high areas of sport interest and might include potential spectators. It should be noted, the average index of 1.00 represents the national norm. For example, the pro football interest in the overall study area is below the national average, while college basketball interest is above average. The index values show little variance from the average. In general, they range from twenty-five points above and below 1.00. The most significant variables were the readership indices. Neither one of the variables were chosen as criteria, but both maintain high averages within these target markets. These figures reinforce the targets chosen for sales promotion and encourage guaranteed success.

The secondary targets were created using lower values. The criteria while being less stringent didn't balloon the number of targets for this market group. A total of twenty-three targets were created (Table VII). The

UNIVERSITY OF missouri fan location analysis PRIMARY TARGET ZIP CODES

| zip | city/Town | $\begin{gathered} 1993 \\ \text { Population } \end{gathered}$ | $\begin{gathered} 1993 \\ \text { Households } \end{gathered}$ | Average HH Income-1992 | MU <br> Graduates | Graduates Per Capita | Persons Attended MU | Attended Per Capita | 1992 Athletic Donors | Athletic Donors Per Capita | Per Capita <br> Donors vs. Graduates |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 66206 | Leawood, KS | 13,546 | 5,182 | \$53,145 | 315 | 2.02 | 34 | 2.9 | 10 | 1.53 | -0.49 |
| 64155 | Kansas City | 9,131 | 3,329 | \$43,226 | 145 | 1.38 | 5 | 0.63 | 2 | 0.45 | -0.93 |
| 64068 | Liberty | 22,609 | 8,269 | \$38,127 | 380 | 1.46 | 25 | 1.28 | 12 | 1.1 | -0.36 |
| 64080 | Pleasant Hill | 4,304 | 1,690 | 532,772 | 56 | 1.13 | 4 | 1.07 | 7 | 3.37 | 2.24 |
| 65063 | New Bloomfield | 2,983 | 1,091 | \$35,614 | 52 | 1.51 | 4 | 1.55 | 1 | 0.7 | -0.81 |
| 64055 | Independence | 30,644 | 11,687 | \$38,061 | 475 | 1.35 | 34 | 1.28 | 5 | 0.34 | -1.01 |
| 65807 | Springfield | 37,646 | 14,751 | \$33,520 | 442 | 1.02 | 34 | 1.04 | 14 | 0.77 | -0.25 |
| 63129 | Oakville | 42,694 | 14,181 | \$45,466 | 622 | 1.27 | 15 | 0.41 | 7 | 0.34 | -0.93 |
| 63028 | Festus | 9,924 | 3,453 | \$32,836 | 120 | 1.05 | 7 | 0.82 | 1 | 0.21 | -0.84 |
| 63033 | Florissant | 49,161 | 17,040 | \$44,781 | 610 | 1.08 | 25 | 0.59 | 14 | 0.59 | -0.49 |
| 66207 | Overland Park, ks | 18,634 | 7.048 | \$54,309 | 373 | 1.74 | 38 | 2.36 | 7 | 0.78 | -0.96 |
| 64116 | N. Kansas City | 18,899 | 8,715 | \$34,016 | 249 | 1.14 | 8 | 0.49 | 0 | 0 | -1.14 |
| 66210 | Overland Park, KS | 10,283 | 3,784 | \$48,516 | 292 | 2.47 | 6 | 0.67 | 3 | 0.61 | -1.86 |
| 63021 | Balluin | 40,915 | 13,800 | \$46,096 | 1,333 | 2.83 | 45 | 1.27 | 12 | 0.61 | -2.22 |
| 65810 | Springfield | 7,210 | 2,423 | \$46,560 | 132 | 1.59 | 6 | 0.96 | 2 | 0.58 | -1.01 |
| 63034 | Florissant | 17,116 | 5,572 | \$47,299 | 207 | 1.05 | 9 | 0.61 | 5 | 0.61 | -0.44 |
| 64118 | Gladstone | 30,547 | 12,117 | \$40,763 | 452 | 1.29 | 22 | 0.83 | 6 | 0.41 | -0.88 |
| 64152 | Kansas City | 21,663 | 7,720 | \$41,037 | 315 | 1.26 | 6 | 0.32 | 7 | 0.67 | -0.59 |
| 64119 | Kansas City | 22,791 | 8,511 | \$41,456 | 312 | 1.19 | 10 | 0.51 | 6 | 0.55 | -0.64 |
| 63303 | Saint Charles | 50,147 | 16,464 | \$42,968 | 625 | 1.08 | 18 | 0.41 | 10 | 0.41 | -0.67 |
| 64151 | Kansas City | 14,562 | 5,534 | \$40,781 | 307 | 1.83 | 15 | 1.19 | 2 | 0.28 | -1.55 |
| 64133 | Raytown | 33,149 | 13,329 | \$37,537 | 410 | 1.07 | 26 | 0.91 | 12 | 0.75 | -0.32 |
| 66219 | Lenexa, ks | 4,322 | 1,532 | \$39,458 | 58 | 1.17 | 2 | 0.53 | 0 | 0 | -1.17 |
| 63015 | Catamissa | 1,025 | 357 | \$33,308 | 17 | 1.44 | 0 | 0 | 0 | 0 | -1.44 |
| 63040 | Grover | 1,035 | 355 | \$47,204 | 104 | 8.73 | 4 | 4.47 | 0 | 0 | -8.73 |
| 63056 | Leslie | 276 | 95 | \$30,938 | 11 | 3.46 | 0 | 0 | 0 | 0 | -3.46 |
| 64153 | Kansas City | 1,409 | 478 | \$39,017 | 28 | 1.73 | 0 | 0 | 0 | 0 | -1.73 |
| 64166 | Kansas City | 105 | 38 | \$37,436 | 5 | 4.14 | 2 | 22.01 | 0 | 0 | -4.14 |
| 66221 | Overland Park, ks | 1,576 | 518 | \$51,477 | 33 | 1.82 | 0 | 0 | 0 | 0 | -1.82 |
| 66227 | Lenexa, Ks | 174 | 56 | \$46,384 | 3 | 1.5 | 0 | 0 | 0 | 0 | -1.5 |

TABLE VI (Continued)


TABLE VII

UNIVERSITY of missouri fan location analysis
secondary target zip codes

| $21 p$ | City/Town | $\begin{gathered} 1993 \\ \text { Population } \end{gathered}$ | $\begin{gathered} 1993 \\ \text { Households } \end{gathered}$ | Average Hh Income-1992 | $\begin{gathered} \text { MU } \\ \text { Graduates } \end{gathered}$ | Graduates <br> Per Capita | Persons Attended MU | Attended Per Capita | 1992 Athletic Donors | Athletic Donors Per Capita | Per Caplta <br> Donors vs. Graduates |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 66205 | Roeland Park, Ks | 18,962 | 8,341 | \$35,257 | 197 | 0.9 | 10 | 0.61 | 3 | 0.33 | -0.57 |
| 63069 | Pacific | 9,426 | 3,222 | \$35,928 | 93 | 0.86 | 5 | 0.61 | 2 | 0.44 | -0.42 |
| 64078 | Peculiar | 5,811 | 1,994 | \$39,378 | 52 | 0.78 | 3 | 0.6 | 0 | 0 | -0.78 |
| 63123 | Afton | 53,417 | 21,660 | \$39,104 | 639 | 1.04 | 27 | 0.58 | 14 | 0.54 | -0.5 |
| 64138 | Kansas City | 25,893 | 10,026 | \$39,507 | 280 | 0.94 | 13 | 0.58 | 3 | 0.24 | -0.7 |
| 63376 | Saint Peters | 44,829 | 14,007 | \$42,138 | 446 | 0.96 | 17 | 0.44 | 11 | 0.51 | -0.35 |
| 63130 | University City | 34,485 | 14,103 | \$36,752 | 470 | 1.18 | 24 | 0.8 | 8 | 0.48 | -0.7 |
| 65742 | Rogersville | 6,013 | 2,220 | \$31,795 | 65 | 0.94 | 2 | 0.38 | 0 | 0 | -0.94 |
| 64057 | Independence | 10,257 | 3,593 | \$39,459 | 109 | 0.92 | 8 | 0.9 | 3 | 0.61 | -0.31 |
| 63701 | Cape Girardeau | 38,087 | 14,641 | \$30,197 | 433 | 0.99 | 29 | 0.88 | 10 | 0.54 | -0.45 |
| 65256 | Harrisburg | 4,243 | 1,572 | \$34,537 | 53 | 1.08 | 8 | 2.18 | , | 1.96 | 0.88 |
| 64064 | Lees Summit | 20,890 | 6,943 | \$44,128 | 239 | 0.99 | 7 | 0.39 | 2 | 0.2 | -0.79 |
| 64083 | Raymore | 11,294 | 3,856 | \$42,850 | 101 | 0.78 | 3 | 0.31 | 1 | 0.18 | -0.6 |
| 64137 | Kansas City | 11,842 | 4,380 | \$38,188 | 104 | 0.76 | 8 | 0.78 | 1 | 0.18 | -0.58 |
| 66215 | Lenexa, ks | 28,949 | 10,756 | \$44,104 | 262 | 0.79 | 12 | 0.48 | 3 | 0.21 | -0.58 |
| 63031 | Florlssant | 46,248 | 15,493 | \$41,760 | 482 | 0.91 | 21 | 0.52 | 6 | 0.27 | -0.64 |
| 63013 | Beaufort | 312 | 107 | \$30,467 | 9 | 2.51 | 0 | 0 | 0 | 0 | -2.51 |
| 63023 | Dittmer | 979 | 325 | \$37,753 | 17 | 1.51 | 0 | 0 | 0 | 0 | -1.51 |
| 63089 | villa Ridge | 1,416 | 489 | \$37,127 | 40 | 2.45 | 1 | 0.82 | 0 | 0 | -2.45 |
| 64082 | Lees Summit | 6,061 | 2,449 | \$35,725 | 70 | 1 | 3 | 0.57 | 0 | 0 | -1 |
| 64097 | Wellington | 1,270 | 473 | \$30,095 | 24 | 1.64 | 0 | 0 | 0 | 0 | -1.64 |
| 64167 | Kansas City | 201 | 67 | \$41,136 | 2 | 0.86 | 0 | 0 | 0 | 0 | -0.86 |
| 65686 | Kimberling City | 2,981 | 1,346 | \$30,466 | 29 | 0.84 | 6 | 2.33 | 1 | 0.7 | -0.14 |


| 21p | City/Town | Public Tickets Sold | Pub Tickets Sold Per Capita | Family <br> 1cket Plan | $\begin{gathered} \hline \text { Total } \\ \text { Fans } \end{gathered}$ | Total Fans Per Capita | Tickets Sold Per 21p Code | College BB Interest | College FB P Interest | o Football Interest | Watch ESPN | Read Sports <br> in Newspaper | Read Sports Illustrated |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 66205 | Roeland Park, Ks | 26 | 0.84 | 0 | 26 | 0.83 | 8 | 1 | 1.09 | 1.1 | 0.92 | 1.07 | 1.02 |
| 63069 | Pacific | 12 | 0.78 | 0 | 12 | 0.77 | 3 | 1.05 | 1.1 | 1.08 | 1.05 | 0.86 | 1.02 |
| 64078 | Peculiar | 6 | 0.63 | 0 | 6 | 0.63 | 2 | 0.98 | 1.01 | 1.07 | 1.12 | 0.85 | 0.96 |
| 63123 | Afton | 44 | 0.51 | 1 | 45 | 0.51 | 19 | 0.98 | 1.03 | 1.08 | 0.98 | 1.02 | 0.94 |
| 64138 | Kansas City | 20 | 0.47 | 2 | 22 | 0.52 | 7 | 1.09 | 1.1 | 1.09 | 1.04 | 1.11 | 1.12 |
| 63376 | Saint Peters | 32 | 0.44 | 2 | 34 | 0.46 | 13 | 1.15 | 1.13 | 1.14 | 1.07 | 1.21 | 1.15 |
| 63130 | Oniversity City | 24 | 0.43 | 0 | 24 | 0.42 | 10 | 1.01 | 1.01 | 1 | 1.05 | 1.25 | 1.22 |
| 65742 | Rogersville | 4 | 0.41 | 0 | 4 | 0.4 | 1 | 1.02 | 1.06 | 1.04 | 1.06 | 0.84 | 0.94 |
| 64057 | Independence | 6 | 0.36 | 0 | 6 | 0.36 | 3 | 1.05 | 1.05 | 1.1 | 1.07 | 1.12 | 1.02 |
| 63701 | Cape Girardeau | 21 | 0.34 | 1 | 22 | 0.35 | 7 | 1.05 | 1.05 | 1.02 | 1.01 | 0.92 | 0.93 |
| 65256 | Harrisburg | 2 | 0.29 | 0 | 2 | 0.29 | 1 | 1.05 | 1.02 | 0.95 | 0.96 | 0.78 | 0.81 |
| 64064 | Lees Sumit | 9 | 0.26 | 2 | 11 | 0.32 | 3 | 1.17 | 1.2 | 1.18 | 0.96 | 1.04 | 1.15 |
| 64083 | Raymore | 4 | 0.22 | 1 | 5 | 0.27 | 2 | 1.12 | 1.13 | 1.14 | 1.08 | 1.02 | 1.08 |
| 64137 | Kansas City | 4 | 0.21 | 0 | 4 | 0.21 | 2 | 1.1 | 1.11 | 1.09 | 1.07 | 1.13 | 1.1 |
| 66215 | Lenexa, ks | 10 | 0.21 | 0 | 10 | 0.21 | 6 | 1.18 | 1.21 | 1.12 | 1.02 | 1.06 | 1.2 |
| 63031 | Florissant | 10 | 0.13 | 4 | 14 | 0.18 | 5 | 1.02 | 1.02 | 1.09 | 1.06 | 1.1 | 0.96 |
| 63013 | Beaufort | 0 | 0 | 0 | 0 | 0 | 0 | 0.98 | 1.02 | 1.04 | 1.07 | 0.78 | 0.92 |
| 63023 | Dittmer | 0 | 0 | 0 | 0 | 0 | 0 | 0.98 | 1.05 | 1.01 | 1.03 | 0.74 | 0.95 |
| 63089 | Villa Ridge | 0 | 0 | 0 | 0 | 0 | 0 | 0.99 | 1.04 | 1 | 1.01 | 0.71 | 0.92 |
| 64082 | Lees Summit | 0 | 0 | 0 | 0 | 0 | 0 | 1.27 | 1.29 | 1.17 | 0.93 | 1.14 | 1.07 |
| 64097 | Wellingt on | 0 | 0 | 0 | 0 | 0 | 0 | 1.01 | 1.03 | 0.99 | 1.06 | 0.74 | 0.78 |
| 64167 | Kansas City | 0 | 0 | 0 | 0 | 0 | 0 | 1.03 | 1.05 | 1.11 | 1.14 | 0.86 | 1.03 |
| 65686 | Kimberling City | 0 | 0 | 0 | 0 | 0 | 0 | 1.08 | 1.04 | 0.94 | 0.96 | 0.79 | 0.71 |
| Secondary Target Demographics Secondary Target Index Averages |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  | 1.07 | 1.08 | 1.07 | 1.03 | 0.97 | 1.00 |
| Total population $=383,866$ |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Total $h$ | households $=142,0$ |  |  |  | Market | Area Index | Averages | 1.01 | 0.96 | 0.92 | 1.01 | 0.79 | 0.77 |

Average Household Income $=\$ 37,298$
Oniversity of Missouri Graduates $=4,21$
Oniversity of Missouri Attendes $=207$
Market Area Index Averages
1.01
0.96
$0.92 \quad 1.01$
0.79
0.77

Index Average Equals 1.00
Athletic Donors vs Graduates (PC) $=-.7$
Total Targets $=23$
Source: Claritas Corporation, University of Missouri, Strategic Mapping
targets in this group support a population of 383,866 in 142,063 households. While the cut-off for income was $\$ 30,000$, the average for the secondary targets equalled 37,298. The total number of Missouri graduates reached $4,216,5.8$ percent of the alumni population in the overall market. The Claritas variables again prove substantial sport interest in this market group (Table VII). The distribution of secondary targets are centered around the major urban centers of Kansas City and St. Louis (Figure 11). Also included are the minor urban centers of Springfield and Cape Girardeau. These areas contain the only other Division I football programs in the state, and have strengthened their programs in recent years.

Southwest Missouri State University has nearly doubled its average attendance since 1988 (Table VIII).

TABLE VIII

SOUTHWEST MISSOURI STATE UNIVERSITY ATTENDANCE FIGURES

| Year | Record |  |  | Average <br> Attendance |
| :--- | ---: | :---: | :---: | :---: |
| 1988 |  | Loss | Tie | 6 |
| 1989 | 10 | 5 | 0 | 6,814 |
| 1990 | 9 | 3 | 0 | 8,029 |
| 1991 | 6 | 4 | 1 | 9,685 |
| 1992 | 6 | 5 | 0 | 11,721 |

Source: SMSU Sports Information Office
The appetite for college football may be satisfied in these areas, and the promotion of sales for MU could be considered questionable.


The supplemental targets stressed the desire to locate sports minded areas while maintaining a marginal amount of interest in the university, while maintaining an income level above $\$ 28,000$. The Claritas variables help to support the targets chosen (Table IX). A large number of supplemental targets were created. The targets total nearly 1.2 million residents and close to a half million households. Of the total MU alumni within the market area, the supplemental targets house 15.8 percent of them. The lowering of the criteria to $\$ 28,000$ for income had little negative effect on the target selections. The average household income of the area totaled $\$ 36,549$. The location of the targets have grown to include other urban places in and out of the state, while maintaining prominence in Kansas City and St. Louis (Figure 12).

Observing the total target composite, it should be stressed that of the possible 917 zip codes eligible for targeting, the target lists limit these zip codes to 135. The target zips represent over 2 million people in 750,000 households with an average income of $\$ 38,448$ (Table X ). Of interest to the university, 33.2 percent of the alumni, 23.6 percent of former students, and 25.3 percent of the athletic donors are found in these areas. The composite target map indicates that the majority of the targets surround the urban centers of Kansas City, St. Louis, and Springfield (Figure 13). Choosing the correct promotional strategy within these large markets are difficult decisions

UNIVERSITY OF MISSOURI fAN LOCATION aNALYSIS
SUPPLEMENTAL TARGET ZIP CODES

| Included In 21p Bant Served | City/Town | $\begin{gathered} 1993 \\ \text { Population } \end{gathered}$ | $\begin{gathered} 1993 \\ \text { Households } \end{gathered}$ | Average HH Income-1992 | $\begin{gathered} \text { MU } \\ \text { Graduates } \end{gathered}$ | Graduates Per Capita |  | Attended Per Capita | 1992 athletic Donors | Athletic Donors Per Capita | Per Capita Donors vs. Graduates |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| **6224 | Leanood, ks | 2.047 | 644 | \$55,186 | 26 | 1.1 | 1 | 0.56 | 0 | 0 | -1.1 |
| ** 64060 | Kearney | 2.939 | 975 | \$41,045 | 60 | 1.77 | 4 | 1.57 | 0 | 0 | -1.77 |
| **64067 | Lexingt on | 6.019 | 2.382 | \$28,699 | 87 | 1.26 | 9 | 1.73 | 5 | 1.72 | 0.46 |
| ** 66220 | Lenexa, ks | 1.731 | 557 | 546,129 | 16 | 0.8 | 0 | 0 | 1 | 1.2 | 0.4 |
| ** 63128 | Coneord | 27,509 | 9. 999 | 546,483 | 636 | 2.01 | 41 | 1.72 | 16 | 1.21 | -0.8 |
| ** 63146 | Creve cosur | 30.114 | 12.118 | \$47.694 | 969 | 2.79 | 40 | 1.54 | 17 | 1.17 | -1.62 |
| ** 66208 | Prairie Village, ks | 25.750 | 10.308 | \$45,642 | 601 | 2.03 | 64 | 2.87 | 19 | 1.53 | -0.5 |
| ** 63367 | - Fallon | 3.757 | 1,260 | 547,579 | 146 | 3.38 | 7 | 2.15 | 6 | 3.31 | -0.07 |
| ** 63084 | Union | 8,902 | 3. 141 | \$34,253 | 114 | 1.11 | 6 | 0.78 | 2 | 0.47 | -0.64 |
| ** 64114 | Kanaes City | 26,001 | 11.902 | \$36,947 | 671 | 2.23 | 47 | 2.08 | 19 | 1.51 | -0.72 |
| ** 63117 | Saint loula | 10,823 | 4.948 | 534,185 | 263 | 2.11 | 10 | 1.07 | 5 | 0.96 | -1.15 |
| **63043 | Hazelwood | 23,634 | 9,984 | \$44.015 | 363 | 1.33 | 9 | 0.44 | 6 | 0.53 | -0.8 |
| ** 64031 | teen surmit | 9,639 | 4.393 | 531,582 | 202 | 1.82 | 15 | 1.8 | 4 | 0.86 | -0.96 |
| ** 65401 | Rolla | 24.047 | 8, 404 | 530,493 | 401 | 1.45 | 30 | 1.44 | 9 | 0.78 | -0.67 |
| **63034 | Glencos | 4.711 | 1.598 | 543, 091 | 104 | 1.92 | 1 | 0.25 | 5 | 2.2 | 0.28 |
| ** 63041 | Hazelmood | 18,827 | 6,892 | \$42,083 | 241 | 1.13 | 13 | 0.8 | 4 | 0.44 | -0.69 |
| ** 63055 | Lubedie | 1.183 | 396 | \$36,420 | 14 | 1.03 | 1 | 0.98 | , | 0 | -1.03 |
| ** 63026 | rention | 20,749 | 7.125 | \$38,510 | 348 | 1.46 | 7 | 0.39 | , | 0.5 | -0.96 |
| ** 64701 | Harrisonville | 9,601 | 3.666 | 833,899 | 149 | 1.35 | 12 | 1.44 | 1 | 0.66 | -0.49 |
| 64062 | Lauson | 4,902 | 1.630 | \$38,430 | 22 | 0.39 | 1 | 0.94 | 1 | 0.42 | 0.03 |
| 63332 | Augusta | 6,168 | 2,119 | \$35,340 | 27 | 0.38 | 1 | 0.19 | 0 | 0 | -0.39 |
| 54146 | Kanses city | 3. 945 | 1.440 | \$41.447 | 25 | 0.55 | 2 | 0.59 | , | 1.05 | 0.5 |
| 63012 | Bambart | 4.277 | 1.441 | \$35,628 | 37 | 0.75 | 2 | 0.54 | 2 | 0.97 | 0.22 |
| 63366 | - Fallon | 26,761 | 8.598 | \$41,377 | 188 | 0.61 | 11 | 0.48 | 7 | 0.54 | -0.07 |
| 63135 | Ferguson | 22,547 | 8.315 | 536,571 | 190 | 0.73 | 9 | 0.46 | 5 | 0.46 | -0.27 |
| 63301 | saint Charle: | 73.045 | 26,878 | \$36,929 | 623 | 0.71 | 42 | 0.66 | 16 | 0.45 | -0.29 |
| 63755 | Jackeon | 15,668 | 5,808 | \$31,221 | 123 | 0.61 | 13 | 0.96 | 5 | 0.66 | -0.02 |
| 63125 | Leway | 38. 401 | 14,758 | 336,321 | 249 | 0.56 | 9 | 0.27 | 3 | 0.16 | -0.1 |
| 63325 | Wentiville | 10.753 | 3.724 | \$36,954 | 94 | 0.76 | 2 | 0.21 | 3 | 0.58 | -0.14 |
| 64093 | Warrenaburg | 20.080 | 6.627 | 528,926 | 241 | 1.04 | 22 | 1.27 | 3 | 0.31 | -0.73 |
| 64131 | Kansas city | 25,430 | 10.460 | \$32,666 | 371 | 1.27 | 22 | 1 | 9 | 0.73 | -0.54 |
| 64185 | Savanneh | B. 044 | 3.063 | \$28,993 | 75 | 0.81 | , | 0.57 |  | 0.77 | -0.01 |
| 64056 | Independence | 15,288 | 5.174 | \$36,404 | 63 | 0.36 | 0 | 0 | 3 | 0.41 | 0.05 |
| 63389 | Minflold | 4,451 | 1.603 | \$30.790 | 18 | 0.35 | 0 | 0 | 0 | - | -0.35 |
| 65731 | Republio | 5,941 | 2.166 | 833.011 | 39 | 0.57 | 5 | 0.97 | 1 | 0.35 | -0.22 |
| 62033 | Godfrey, IL | 13,923 | 1.987 | \$37.508 | 49 | 0.31 | 3 | 0.25 | , | 0.3 | -0.01 |
| 63048 | 日arculaneun | 3, 890 | 1.440 | \$32,019 | 15 | 0.33 | 1 | 0.3 | 1 | 0.53 | 0.2 |
| 64052 | Incopendence | 21,322 | 9,535 | \$30,923 | 158 | 0.64 | 9 | 0.49 | , | 0.29 | -0.35 |
| 65721 | Orazk | 2,788 | 3.317 | \$32,332 | 74 | 0.73 | 9 | 1.18 | 2 | 0.47 | -0.26 |
| 66202 | Misaion, ks | 20.516 | 9,483 | 435,262 | 154 | 0.65 | 8 | 0.45 | 5 | 0.51 | -0.14 |
| 63042 | Laselmod | 24,031 | 8,874 | \$38,797 | 188 | 0.68 |  | 0.34 | 3 | 0.26 | -0.42 |
| 64030 | Grandviow | 29,692 | 11,125 | 836,605 | 163 | 0.48 | 3 | 0.19 | 3 | 0.21 | -0.27 |
| 64804 | Joplin | 32,178 | 13,278 | \$29.019 | 168 | 0.45 | 13 | 0.47 | 1 | 0.06 | -0.39 |
| 66005 | stilvell, 55 | 5,243 | 1,682 | \$45, 813 | 39 | 0.65 | , | 0 | 1 | 0.4 | -0.25 |

TABLE IX (Continued)

| Included in 2ip Beat Served | City/Town | Tioket: Sold Sold | ub Tickets ld Per Capita | $\begin{gathered} \text { Family } \\ \text { Tickat Plan } \end{gathered}$ | $\begin{aligned} & \text { Total } \\ & n \text { Fans } \end{aligned}$ | Total Fans Per Capita | Ticket: Sold Per 2ip Code | College Ba Interest | College FB Interest | Pro Football Interest | $\begin{gathered} \text { Watch } \\ \text { ESPN } \end{gathered}$ | Read Sports in Newspeper | Read Sports Illustrated |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| ** 66224 | Leavood, Ks | 5 | 1.5 | 0 | 5 | 1.48 | 2 | 1.25 | 1.28 | 1.21 | 0.94 | 1.1 | 1.2 |
| **64060 | Kearney | 7 | 1.46 | 0 | 7 | 1.45 | 2 | 1.1 | 1.14 | 1.12 | 1.06 | 0.97 | 1.03 |
| ** 64067 | Lexington | 14 | 1.43 | 0 | 14 | 1.41 | 6 | 1.06 | 1.08 | 1 | 1.01 | 0.83 | 0.94 |
| **66220 | Lenexa, ks | 4 | 1.42 | 0 | 1 | 1.4 | 1 | 1.27 | 1.29 | 1.18 | 0.94 | 1.15 | 1.09 |
| ** 63128 | Concord | 62 | 1.38 | 1 | 63 | 1.39 | 20 | 1.1 | 1.17 | 1.13 | 0.92 | 1.12 | 1.03 |
| ** 63146 | Creve coeur | 68 | 1.38 | 1 | 69 | 1.39 | 22 | 1.13 | 1.23 | 1.19 | 0.96 | 1.06 | 1.11 |
| **66208 | Prairie village, $k$ s | 58 | 1.38 | 0 | 58 | 1.37 | 17 | 1.15 | 1.19 | 1.16 | 0.98 | 1.24 | 1.25 |
| ** 63367 | - rallon | - | 1.31 | 0 | - | 1.29 | 3 | 1.17 | 1.18 | 1.15 | 1.01 | 1.13 | 1.05 |
| ** 63084 | Onion | 18 | 1.24 | 0 | 18 | 1.23 | 8 | 1.01 | 1.1 | 1.05 | 1.06 | 0.02 | 1.01 |
| **64114 | Kansas City | 50 | 1.18 | 0 | 50 | 1.16 | 18 | 0.95 | 1.08 | 1.13 | 0.93 | 0.99 | 0.91 |
| ** 63117 | Saint Louls | 20 | 1.13 | 0 | 20 | 1.12 | 6 | 1.03 | 1.06 | 1.06 | 1.02 | 1.15 | 1.19 |
| **63043 | Hazelwood | 43 | 1.12 | 0 | 43 | 1.1 | 9 | 1.37 | 1.21 | 1.15 | 1.09 | 1.27 | 1.29 |
| * 54081 | Lees sumbit | 17 | 1.08 | 0 | 17 | 1.07 | 6 | 1.03 | 1.1 | 1.15 | 0.98 | 1.04 | 0.99 |
| ** 65401 | Rolla | 42 | 1.07 | 0 | 42 | 1.06 | 14 | 1.05 | 1.05 | 1.01 |  | 0.8 | 0.87 |
| **63038 | Glencos | 8 | 1.04 | 0 | , | 1.03 | 1 | 1.28 | 1.3 | 1.14 | 0.93 | 1.14 | 1.08 |
| ** 63044 | Bezelwood | 32 | 1.04 | 0 | 32 | 1.03 | 11 | 0.99 | 1.03 | 1.08 | 0.96 | 1.02 | 0.99 |
| ** 63055 | Labadie | 2 | 1.04 | 0 |  | 1.03 | 1 | 0.95 | 1.04 | 1.04 | 1.09 | 0.8 | 0.88 |
| ** 63026 | Fenton | 35 | 1.03 | 0 | 35 | 1.02 | 10 | 1.07 | 1.1 | 1.09 | 1.04 | 0.94 | 1.04 |
| ** 64701 | Harrisonville | 16 | 1.02 | 0 | 16 | 1.01 | 5 | 0.94 | 0.97 | 0.98 | 1.03 | 0.61 | 0.9 |
| 64062 | Levson | - | 1 | 0 | 8 | 0.99 | 2 | 1.03 | 1.08 | 1.1 | 1.12 | 0.82 | 0.97 |
| 63332 | Augusta | 10 | 0.99 | 0 | 10 | 0.98 | 1 | 0.93 | 1.06 | 1.02 | 1.07 | 0.76 | 0.82 |
| 64146 | Kanase City | 6 | 0.93 | 0 | 6 | 0.92 | 2 | 1.07 | 1.1 | 1.06 | 1.07 | 1.05 | 1.13 |
| 63012 | Barnhart | 6 | 0.86 | 0 | 6 | 0.85 | 2 | 1.02 | 1.04 | 1.09 | 1.07 | 1.06 | 0.97 |
| 63366 | - Fallon | 36 | 0.83 | 0 | 36 | 0.82 | 13 | 1.05 | 1.07 | 1.1 | 1.08 | 1.02 | 1.03 |
| 63135 | Ferguson | 27 | 0.73 | 0 | 27 | 0.73 | 8 | 0.94 | 0.96 | 1.02 | 0.98 | 1.01 | 1.02 |
| 63301 | Saint Charles | 76 | 0.64 | 2 | 78 | 0.65 | 29 | 0.98 | 0.98 | 1.05 | 1.02 | 1.04 | 1.05 |
| 63755 | Jackson | 16 | 0.63 | 0 | 16 | 0.62 | 4 | 0.97 | 1.02 | 1 | 1.05 | 0.82 | 0.81 |
| 63125 | bevay | 37 | 0.59 | 0 | 37 | 0.58 | - | 0.94 | 0.94 | 1.02 | 1.02 | 0.96 | 0.87 |
| 63385 | Montzville | 10 | 0.57 | 0 | 10 | 0.56 | 2 | 0.96 | 0.96 | 1.02 | 1.05 | 0.88 | 0.94 |
| 64093 | Warresaburg | 18 | 0.55 | 0 | 18 | 0.54 | 7 | 1.12 | 1.15 | 1.07 | 1.02 | 0.79 | 0.89 |
| 64131 | Kansae City | 22 | 0.53 | 0 | 22 | 0.53 | 10 | 0.96 | 0.97 | 1.02 | 0.98 | 1.14 | 1.11 |
| 64485 | Savannah | 2 | 0.46 | 0 | 6 | 0.45 | 2 | 1.04 | 1.04 | 1.01 | 1.02 | 0.89 | 0.05 |
| 64056 | Independonce | 11 | 0.44 | 0 | 11 | 0.14 | 4 | 0.94 | 0.94 | 1.04 | 1.01 | 1.05 | 1.01 |
| 63369 | Minfield | 3 | 0.41 | 0 | , | 0.41 | 1 | 0.98 | 1.08 | 0.98 | 0.99 | 0.64 | 0.83 |
| 65738 | Rapublic |  | 0.41 | 0 | 0 | 0.41 | 1 | 0.99 | 1.07 | 1.04 | 1.07 | 0.8 | 0.93 |
| 62035 | codfrey, IL | - | 0.35 | 0 | - | 0.35 | 2 | 1.09 | 1.1 | 1.08 | 0.95 | 0.98 | 0.99 |
| 63048 | gerculaneum | 2 | 0.32 | 0 |  | 0.31 | 1 | 1.02 | 1.09 | 1.04 | 1.06 | 0.79 | 2.02 |
| 64052 | Incependerice | 11 | 0.32 | 0 | 11 | 0.31 | 5 | 0.92 | 0.99 | 1.05 | 0.97 | 0.87 | 0.95 |
| 65721 | Osark | 4 | 0.28 | 0 | 0 | 0.28 | 2 | 0.94 | 1.01 | 1.01 | 1.02 | 0.79 | 0.91 |
| 66202 | mission, ks | 9 | 0.27 | 0 | - 9 | 0.27 | 3 | 1.11 | 1.17 | 1.11 | 1.05 | 1.15 | 1.19 |
| 63042 | Baselvood | 10 | 0.26 | 0 | 10 | 0.25 | 5 | 1.05 | 1.06 | 1.09 | 1.07 | 1.14 | 1 |
| 64030 | Grandview | 12 | 0.25 | 0 | 12 | 0.25 | 4 | 1.05 | 1.03 | 1.06 | 1.05 | 1.1 | 1.11 |
| 61804 | Joplin | 12 | 0.23 | 0 | 12 | 0.23 | 4 | 1.02 | 1.03 | 1.01 | 1.02 | 0.89 | 0.94 |
| 66005 | stilwall, xs | 2 | 0.23 | 0 | 2 | 0.23 | 1 | 1.25 | 1.25 | 1.16 | 0.99 | 1.2 | 1.14 |

TABLE IX (Continued)

| Included in Best Served | 21p | City/town | $\begin{gathered} 1993 \\ \text { Population } \end{gathered}$ | $\begin{gathered} 1993 \\ \text { Household. } \end{gathered}$ | $\begin{aligned} & \text { Average fh } \\ & \text { Incorse-1992 } \end{aligned}$ | $\begin{gathered} \text { MJ } \\ \text { Graduates } \end{gathered}$ | Graduates Per Capita | Persons Attended MJ | Attended Per Capita | $\begin{aligned} & 1992 \text { Athletic } \\ & \text { Donors } \end{aligned}$ | Athletio Donors Par Capita | Per Capita Donors va. Graduates |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 64507 | Seint Josoph | 11,541 | 4,778 | \$29.536 | 67 | 0.5 | 10 | 1 | 0 | 0 | -0.5 |
|  | 66212 | Overland Park, KS | 46,206 | 17,602 | \$43,789 | 356 | 0.67 | 25 | 0.63 | 9 | 0.4 | -0.27 |
|  | 66217 | Shames, ks | 6,206 | 2,089 | \$45,558 | 23 | 0.32 | 0 | 0 | 2 | 0.67 | 0.35 |
|  | 63137 | Saint Louls | 25.477 | 9,748 | \$36,570 | 110 | 0.38 | B | 0.36 | 1 | 0.08 | -0.3 |
|  | 63016 | Codar H 111 | 6.707 | 2.218 | \$37.510 | 25 | 0.32 | 2 | 0.34 | 0 | 0 | -0.32 |
|  | 66062 | Olathe, ks | 25,356 | 8,536 | 541,888 | 220 | 0.75 | 2 | 0.09 | 0 | 0 | -0.75 |
|  | 63138 | Spanish Lake | 30.226 | 11.646 | \$40.168 | 136 | 0.39 | 3 | 0.11 | 2 | 0.14 | -0.25 |
|  | 64012 | Belt on | 15,547 | 5,636 | \$37.056 | 123 | 0.69 | 6 | 0.45 | 1 | 0.53 | -0.16 |
|  | 63020 | Desoto | 19,187 | 6,777 | \$30,494 | 78 | 0.35 | 6 | 0.36 | 2 | 0.22 | -0.13 |
|  | 52223 | Belleville, IL | 20,095 | 6,560 | \$35,855 | 98 | 0.12 | 1 | 0.23 | 2 | 0.21 | -0.21 |
|  | 63010 | Arnold | 25,200 | B, 511 | \$37,905 | 138 | 0.48 | 1 | 0.18 | 2 | 0.16 | -0.32 |
|  | 54468 | Maryvilie | 11,756 | 4,109 | \$28,502 | 119 | 0.88 | 21 | 2.06 | 3 | 0.53 | -0.35 |
|  | 64024 | Excelaior springs | 20.222 | 7.114 | \$31.859 | 87 | 0.37 | 9 | 0.51 | 1 | 0.1 | -0.27 |
|  | 62025 | Edverdeville, IL | 24.249 | 9,624 | \$31,982 | 124 | 0.44 | 5 | 0.24 | 0 | 0 | -0.14 |
|  | 64117 | Kansas City | 15,284 | 5,791 | \$35,330 | 92 | 0.52 | 3 | 0.23 | 3 | 0.41 | -0.11 |
|  | 64134 | Kanaes City | 22.047 | 7.757 | \$38,174 | 165 | 0.65 | 12 | 0.63 | 2 | 0.19 | -0.16 |
|  | 66204 | Overland Park, ks | 19,519 | 7.881 | \$38.071 | 132 | 0.59 | 5 | 0.3 | 0 | 0 | -0.59 |
|  | 66214 | Overland Park, ks | 19,508 | 7.394 | \$43.200 | 126 | 0.56 | 7 | 0.41 | 1 | 0.11 | -0.45 |
|  | 66216 | Shavnew, ks | 19,846 | 7.117 | \$45,476 | 119 | 0.52 | 4 | 0.23 | 1 | 0.1 | -0.42 |
|  | 62034 | glen carbon, IL | 3,775 | 1.403 | \$38,151 | 15 | 0.35 | 0 | 0 | 0 | 0 | -0.35 |
|  | 62236 | Columbia, IL | 5.851 | 2.366 | \$36,675 | 23 | 0.34 | 1 | 0.2 | 0 | 0 | -0.34 |
|  | 62254 | Lebanon, IL | 2,782 | 1.043 | \$32,371 | 10 | 0.31 | 1 | 0.42 | 0 | 0 | -0.31 |
|  | 63060 | Lonedell | 385 | 135 | \$32.132 | 3 | 0.61 | 0 | 0 | 0 | 0 | -0.68 |
|  | 63341 | Dofiance | 7.726 | 2.452 | \$42,550 | 33 | 0.37 | 3 | 0.45 | 0 | 0 | -0.37 |
|  | 64018 | Canden Point | 742 | 281 | \$29,875 | 9 | 1.05 | 0 | 0 | 0 | 0 | -1.05 |
|  | 64088 | sibley | 714 | 241 | \$35,000 | 10 | 1.22 | 2 | 3.24 | 0 | 0 | -1.22 |
|  | 61139 | Kansas City | 1,273 | 441 | \$12.102 | 9 | 0.61 | 0 | 0 | 0 | 0 | -0.61 |
|  | 64149 | Kaname City | 2.276 | 951 | \$34.321 | 8 | 0.31 | 1 | 0.51 | 0 | 0 | -0.31 |
|  | 64157 | Kanses city | 808 | 281 | \$10,391 | 3 | 0.32 | 0 | 0 | 0 | 0 | -0.32 |
|  | 64492 | Trimble | 799 | 309 | \$29.741 | 11 | 1.2 | 0 | 0 | 0 | 0 | -1.2 |
|  | 65040 | Henley | 2,235 | 792 | \$30,442 | 10 | 0.39 | 3 | 1.55 | 0 | 0 | -0.39 |
|  | 65566 | Steelville | 131 | 46 | \$29.293 | 9 | 5.97 | 0 | 0 | 0 | 0 | -5.97 |
|  | 65604 | Ash Grove | 2.107 | 898 | \$29,022 | 14 | 0.51 | 1 | 0.48 |  | 0 | -0.51 |
|  | 65631 | Clever | 2.153 | 834 | \$28,461 | 13 | 0.52 | 0 | 0 | 0 | 0 | -0.52 |
|  | 65714 | Nixa | 8. 226 | 3.125 | \$30.618 | 71 | 0.75 | 1 | 0.14 | 0 | 0 | -0.75 |
|  | $65757$ | Strafford | 3.108 | 1,096 | \$31.264 | 21 | 0.59 | 3 | 1.12 | 0 | 0 | -0.59 |
|  | 65781 | Willard | 1.600 | 596 | \$29.383 | 26 | 1.11 | 2 | 1.44 | 0 | 0 | -1.41 |
|  | 66218 | sollidey, ks | 2.144 | 703 | \$43,044 | 8 | 0.32 | 0 | 0 | 0 | , | -0.32 |

TABLE IX (Continued)


Index Average Equale 1.00


## TABLE X

UNIVERSITY OF MISSOURI FOOTBALL TARGET totals and averages of fan markets

|  | $\begin{gathered} 1993 \\ \text { Population } \end{gathered}$ | $\begin{gathered} 1993 \\ \text { Households } \end{gathered}$ | Average HH Income-1992 | Univ. of Missouri Graduates | Persons Attended MU | 1992 Athletic Donors |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Totals \& Averages |  |  |  |  |  |  |  |
| Primary Targets | 518,480 | 189,119 | \$41,497 | 8,483 | 404 | 145 |  |
| Secondary Targets | 383,866 | 142,063 | \$37,298 | 4,216 | 207 | 72 |  |
| Supplemental Targets | 1,136,661 | 428,367 | \$36,549 | 11,451 | 674 | 246 |  |
| Total Targets | 2,039,007 | 759,549 | \$38,448 | 24,150 | 1,285 | 463 |  |
| Overall Market Area | 6,288,301 | 2,430,333 | \$27,439 | 72,696 | 5,449 | 3,031 |  |
|  | $\begin{aligned} & \text { Total } 21 p \\ & \text { Codes } \end{aligned}$ | College BB Interest* | College FB Interest* | Pro Football Interest* | Watch ESPN* | Read Sports In Newspaper* | Sports ustrated* |
| Totals \& Averages |  |  |  |  |  |  |  |
| Primary Targets | 30 | 1.12 | 1.15 | 1.12 | 1.01 | 1.08 | 1.07 |
| Secondary Targets | 23 | 1.07 | 1.08 | 1.07 | 1.03 | 0.97 | 1.00 |
| Supplemental Targets | 82 | 1.05 | 1.08 | 1.07 | 1.03 | 0.97 | 1.00 |
| Total Targets | 135 | 1.08 | 1.10 | 1.09 | 1.02 | 1.01 | 1.02 |
| Overall Market Area | 1,122 | 1.01 | 0.96 | 0.92 | 1.01 | 0.79 | 0.77 |

* Index Average $=1.00$

to make. The proper strategy relies heavily upon the market group in which the target is located. To arrive at an effective return on the promotional investment, I arrived at the following suggestions.

The primary targets would benefit most from direct mailing. The marketer could define the age and sex of the best served fan and single out these addresses through the use of the direct mailing company. The secondary targets would also use the direct mail strategy, but only to the zip codes with the highest number of MU graduates per capita. To reach the supplemental targets, the cost effective way to blanket the large number of targets in the urban areas of Kansas City and St. Louis would be to saturate these markets with radio spots and advertisement in The St Louis Post Dispatch and The Kansas City Star. Another cost conserving promotional method is through the advertisement on billboards along the busiest thoroughfares.

## CHAPTER V

## CONCLUSION

Every sporting event is unique with relation to the geographic area and the entertainment function that it serves. The demographic information surrounding these activities are crucial to the existing or future promotion of the event. Questions as to who the customer is, where they are from, and why or why not they attend, often leave the individual marketer or corporate sponsors of the event puzzled. Knowledge of the economic and cultural traits of the events geographic location directly reflect the strategies used to market the event.

The objective of this thesis was to design a framework for creating target markets to aid in the promotion and sale of sport related events. Through geographic analysis, a technique was developed which defined and measured the market area, answering the aforementioned consumer related questions.

The sporting event chosen for analysis was the University of Missouri football program. A once prominent program in collegiate football, MU's winning success and high annual game attendance has slipped in recent years. Is this demise a function of administrative problems, poor
coaching, over priced tickets, or the fourth quarter fumble that led to an eventual loss? A description of the Tiger football market may elude to what has caused the fall of fan support.

This study interprets the characteristics of Missouri Tiger football fans to locate potential consumers with similar traits.
"Location, location, location" is a common phrase used to describe the geographical importance of a consumeroriented activity. Assuming this is true, the city of Columbia should be literally the center of the states attention on five Fall Saturdays during the year. MU is approximately a two hour drive from both Kansas City and St. Louis. Why can't MU count on these two large population centers to maintain continued support? Are there underlying factors that discourage ticket sales in these areas?

The city of St. Louis is being considered again as a possible location for an NFL expansion franchise. A football void was created in 1987 when the football Cardinals moved to Phoenix, AZ. Historically considered a baseball town, the resident population was more apt to purchase Cardinal baseball season tickets than Cardinal football tickets. Should MU fill the football void in the St. Louis area? MU athletic director Dan Devine (1993) explains:

We learned in several ways when the football Cardinals moved to Phoenix that there is very little
crossover between college and pro football ticket holders. The presence of pro football in Missouri doesn't significantly detract from interest at Mizzou. In fact, fan interest in football generally is beneficial to both college and professional programs.

Many of the targets created during this study are in and around St. Louis. I support the analysis and believe the ticket potential in St. Louis is promising. MU could benefit greatly from the lack of competition for this area's football fan. The key to developing a strong MU following in St. Louis would be the resurgence success of the MU football program.

A different perspective is offered toward the success of ticket sales in Kansas City. The Kansas City Chiefs are once again enjoying success in the NFL. Playoff appearances the last three years has made a Sunday afternoon spent at Arrowhead Stadium a prize commodity.

Though the threat of competition may make mU ticket sales difficult in Kansas City, I believe the avenue to increased ticket sales begins by crossing the state line into Jayhawk territory. By stoking the fire of rivalry between the University of Kansas and MU, increased fan support could result. Rooney (1974) contends that rivalry and fan interest are often spurred by geographic proximity. In the case of $K U-M U$ the rivalry is quite long and filled with tradition. The series is the nation's oldest west of the Mississippi River, and is second among all NCAA Division 1 schools behind Minnesota-Wisconsin. The rivalry is hard fought, Missouri leads the series 48-44-9.

Old grads at both schools have always felt that the MU-KU game "made" the season. Coaches have been fired based on its outcome. In and around Kansas city, where there is a large preponderance of MU and KU alumni, the feeling is especially strong (Missouri Media Guide 1992, p.67) .

Recently KU has managed to turn their football program around. The 1992 season saw the Jayhawks (7-4) make their first bowl appearance in twelve years. Unfortunately for KU, their bowl travel plans were almost cancelled thanks to a 22-17 defeat at the hands of the 3-8 Tigers.

A number of target markets selected in this study are on both sides of the state line. Many MU graduates are located in the Kansas City area. I believe the market plan here should feed on the intensity of the KU-MU rivalry. The proper promotional strategy could install a sense of responsibility and pride within the MU alumnus.

The remaining locations of the study show limited possible return on the promotional dollar. Figure 14 portrays the number of target markets from a regional perspective. A void is shown where the best served areas are located. The heavy concentration of targets occur in the previously mentioned high interest region of eight-man football and the population centers of Kansas City and st. Louis.

It is thought that the interest in basketball and baseball throughout the state damages the selling power of MU football tickets. The success of MU basketball and professional baseball creates enthusiasm among old and young fans within the state. Increasing fan support for an

unsuccessful MU football program poses a difficult task. The promotional maintenance of the rural best served zip codes produced in the analysis should be the focus, when trying to preserve or increase ticket sales in this region.

Recommendations

The first lesson learned during the analysis was that the budget restrictions must be considered before the actual analysis can begin.

In order to provide an accurate picture of the event's market potential, modifications to the analysis technique must be completed. The analysis is a reflection of how much money can be spent during the promotional process. These economic restraints influence the number of targets recommended, in addition to defining the scope and range of the market area to be analyzed.

Although desktop and market mapping programs have enhanced the expert decisionmaking process, it cannot replace it. The in-depth, intimate knowledge of the industry under analysis can never be replaced. Human insight will always be necessary in any marketing effort. Experience and intuition must be applied to utilize the desktop mapping system.

Improvements to the fan analysis include the analysis of the overall qualitative experience of game day fans. An on site survey would shed light on the fans perception of services. Answers to questions about parking, concessions,
halftime shows and the price of tickets would aid in the marketing of future events.

A locational analysis and comparison of current ticket sales versus a previously successful season, i.e. 1983, may reveal former support that has since been underserved.

On a lighter note, my final recommendation is to the groundskeeper at MU. Observation of recent win/loss records has led to this realization. The artificial turf at Faurot Field should be torn up and removed. Since its installation in 1985 the Missouri program has mustered a 24-62-2 overall record (Table XI). The winning percentage at home during that period is .354. The previous eight years produced an overall record of 50-40-3, with a home winning percentage equalling .596. MU was the last Big Eight team to install an artificial surface. Maybe the Tigers of Mizzou have lost their "killer instinct" because they are in an unterritorial environment and their victims are not in unfamiliar surroundings.

TURF RECORD COMPARISON

| Overall |  |  |  | Home |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Year | Win | Loss | Tie | Win | Loss | Tie |
| 1977 | 4 | 7 | 0 | 2 | 4 | 0 |
| 1978 | 8 | 4 | 0 | 4 | 2 | 0 |
| 1979 | 7 | 5 | 0 | 1 | 5 | 0 |
| 1980 | 8 | 4 | 0 | 5 | 1 | 0 |
| 1981 | 8 | 4 | 0 | 5 | 2 | 0 |
| 1982 | 5 | 4 | 2 | 5 | 0 | 1 |
| 1983 | 7 | 5 | 0 | 5 | 2 | 0 |
| 1984 | 3 | 7 | 1 | 1 | 3 | 1 |
|  | 50 | 40 | 3 | 28 | 19 | 2 |
| Winning | percentage |  | 0.555 |  | 0.596 |  |
| 1985 | 1 | 10 | 0 | 0 | 7 | 0 |
| 1986 | 3 | 8 | 0 | 2 | 4 | 0 |
| 1987 | 5 | 6 | 0 | 4 | 3 | 0 |
| 1988 | 3 | 7 | 1 | 1 | 4 | 1 |
| 1989 | 2 | 9 | 0 | 1 | 5 | 0 |
| 1990 | 4 | 7 | 0 | 3 | 3 | 0 |
| 1991 | 3 | 7 | 1 | 3 | 2 | 1 |
| 1992 | 3 | 8 | 0 | 3 | 3 | 0 |
|  | 24 | 62 | 2 | 17 | 31 | 2 |
| Winning | perce | age | 0.285 |  |  | 0.354 |

Source: Missouri Football Media Guide

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## APPENDIX

UNIVERSITY OF MISSOURI FOOTBALL
BEST SERVED ZIP CODES

| $21 p$ | city/Town | $\begin{gathered} 1993 \\ \text { Population } \end{gathered}$ | $\begin{gathered} 1993 \\ \text { Households } \end{gathered}$ | Average Hh <br> Incore-1992 | Oniv. of Missouri G Graduates | Graduates <br> Per Capita | $\begin{gathered} \text { Persons } \\ \text { Attended MU } \end{gathered}$ | Attended Per Capita | 1992 Athletic Donors | Athletic Donora Per Capita | Per Capita Donors va. Graduates |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 65049 | Lake Ozark | 294 | 116 | \$24,698 | 55 | 16.25 |  | 19.66 | 14 | 98.79 | 02.54 |
| 65203 | columbla | 26,113 | 10,849 | \$30,311 | S.158 | 17.16 | 629 | 27.84 | 568 | 45.13 | 27.97 |
| 63101 | saint Louis | 606 | 481 | \$25,894 | 61 | 8.74 | 0 | 0 | 6 | 20.54 | 11.6 |
| 65784 | zanond | 336 | 130 | \$20,911 | , | 0 | 0 | 0 | 0 | 0 | 0 |
| 65101 | Jefferson City | 13,344 | 4. 596 | \$33,508 | 912 | 5.94 | 77 | 6.67 | 74 | 11.51 | 5.57 |
| 64674 | purdin | 144 | 64 | \$21,914 | 6 | 3.62 | 1 | 8.03 | 1 | 14.41 | 10.79 |
| 65201 | columbia | 34,129 | 10,933 | \$28,008 | 3,092 | 7.87 | 347 | 11.75 | 282 | 17.14 | 9.27 |
| 65240 | Cantralia | 4,806 | 1,782 | \$29,560 | 196 | 3.54 | 23 | 5.53 | 24 | 10.36 | 6.82 |
| 63450 | Lentner | 199 | 81 | \$24.500 | 3 | 1.31 | 0 | 0 | 0 | 0 | -1.31 |
| 64105 | Kanase city | 1,306 | 1,098 | \$16,853 | 85 | 5.65 | 1 | 0.88 | 7 | 11.12 | 5.47 |
| 63541 | Glenwood | 371 | 155 | \$21.823 | 3 | 0.7 | 1 | 3.12 | 1 | 5.59 | 4.89 |
| 65339 | Malta Bend | 653 | 262 | \$29.294 | 29 | 3.86 | 1 | 7.08 | 3 | 9.53 | 5.67 |
| 65260 | Jacksonville | 354 | 135 | \$29,963 | 7 | 1.72 | 0 | 0 | 0 | 0 | -1.72 |
| 64677 | saint Catharine | 369 | 142 | \$27,236 | 6 | 1.11 | 0 | 0 | 2 | 11.24 | 9.83 |
| 65258 | Holliday | 252 | 103 | \$21,619 | 7 | 2.41 | 1 | 4.59 | 0 | - | -2.41 |
| 65349 | slater | 2,035 | 860 | \$24,026 | 22 | 0.94 | 5 | 2.84 | 3 | 3.06 | 2.12 |
| 65072 | Eldon | 267 | 124 | \$23,780 | 8 | 2.6 | 1 | 4.33 | 2 | 15.54 | 12.94 |
| 65262 | Kingdom city | 684 | 245 | \$27,765 | 43 | 5.46 | 4 | 6.76 | 1 | 12.13 | 6.67 |
| 65081 | Tipton | 2.404 | 902 | \$30.645 | 51 | 1.84 | 5 | 2.4 | 9 | 7.77 | 5.93 |
| 63102 | Saint Louis | 3,428 | 1,439 | \$20,290 | 41 | 1.04 | 2 | 0.67 | 8 | 4.84 | 3.8 |
| 65202 | columbla | 23, 228 | 9.165 | \$34,125 | 1,866 | 6.98 | 231 | 11.49 | 99 | 8.84 | 1.86 |
| 64102 | ranmas city | 169 | 47 | \$20,085 | 0 | 0 | 0 | 0 | 1 | 12.28 | 12.28 |
| 65265 | Maxico | 15,378 | 6,098 | \$25,122 | 487 | 2.75 | 43 | 3.23 | 41 | 5.53 | 2.78 |
| 64001 | Alma | 629 | 250 | \$29.140 | 15 | 2.07 |  | 1.84 | 3 | 9.9 | 7.83 |
| 63545 | Green city | 860 | 374 | \$18,977 | 11 | 1.11 | 0 | 0 | 2 | 4.82 | 3.71 |
| 64079 | platte City | 2.299 | 367 | \$36,115 | 97 | 3.66 | 10 | 5.03 | 6 | 5.41 | 1.75 |
| 66213 | Overland Park, KS | 2.715 | 1.149 | \$48,262 | 174 | 5.57 | 8 | 3.41 | 9 | 6.80 | 1.31 |
| 65255 | Helleville | 4. 796 | 1,768 | \$33.008 | 153 | 2.77 | 18 | 4.34 | 11 | 4.76 | 1.99 |
| 64096 | Waveriy | 1. 201 | 435 | \$29,247 | 13 | 1.03 | 2 | 2.1 | 1 | 1.88 | 0.85 |
| 63361 | Montgomery city | 2,567 | 1.063 | \$27,839 | 124 | 4.2 | 10 | 4.5 | 5 | 4.04 | -0.16 |
| 65254 | G1asgow | 1,677 | 645 | \$27,581 | 43 | 2.23 | 4 | 2.76 | 3 | 3.71 | 1.48 |
| 63127 | saint louls | 4,610 | 1,825 | \$44.457 | 134 | 2.52 | 5 | 1.25 | 7 | 3.15 | 0.63 |
| 63877 | steele | 679 | 242 | \$19,721 | 16 | 2.05 | 1 | 1.7 | 0 | 0 | -2.05 |
| 63468 | shelbina | 2,158 | 921 | \$24.111 | 65 | 2.62 | 13 | 6.96 | 6 | 5.77 | 3.15 |
| 64628 | Brookfield | 4. 795 | 2.167 | \$25,308 | 88 | 1.59 | 6 | 1.45 | 13 | 5.62 | 4.03 |
| 63005 | Cheaterfield | 6,590 | 2,269 | \$48,486 | 308 | 4.06 | 15 | 2.63 | 13 | 4.09 | 0.03 |
| 63469 | Shelbyville | 1,045 | 415 | \$22,753 | 26 | 2.16 | 3 | 3.32 | 1 | 1.99 | -0.17 |
| 63531 | Livonia | 234 | 93 | \$15,526 | 3 | 1.11 | 1 | 4.94 | 1 | 8.87 | 7.76 |
| 64658 | Marceline | 3.280 | 1.351 | \$25,407 | 41 | 1.09 | 5 | 1.76 | 3 | 1.9 | 0.81 |


| 21p | city/Town | Public Tickets Sold | Pub Tickets Family <br> Sold Per Capita  | $\begin{gathered} \text { Total } \\ \text { Fans } \end{gathered}$ | Total Fans Per Capita | Tickets Sold Per 21p Code | College BBC Interest | College FB Pr Interest | o Football Interest | $\begin{aligned} & \text { Watch } \\ & \text { ESPN } \end{aligned}$ | Read Sports In Newspaper | Read Sports Illustrated |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 65049 | Lake Ozark | 40 | 83.44 | 40 | 82.59 | 13 | 1.14 | 1.11 | 1.03 | 0.97 | 0.93 | 0.89 |
| 65203 | columbla | 1,347 | 31.64 22 | 1,369 | 31.82 | 500 | 1.15 | 1.2 | 1.12 | 1.01 | 1 | 1.08 |
| 63101 | Saint Louls | 30 | 30.36 | 30 | 30.05 | 7 | 0.89 | 0.87 | 0.91 | 1 | 1.11 | 1.08 |
| 65784 | zanoni | 14 | 25.55 | 14 | 25.29 | 1 | 1.13 | 1.02 | 0.91 | 1.03 | 0.76 | 0.68 |
| 65101 | Jefferson city | 392 | 18.02 | 397 | 18.06 | 142 | 1 | 1.03 | 1.02 | 1.01 | 0.86 | 0.9 |
| 64674 | purdin |  | 17.04 | 4 | 16.86 | 2 | 0.9 | 0.9 | 0.78 | 1.11 | 0.61 | 0.57 |
| 65201 | columbla | 885 | 15.9 7 | 892 | 15.87 | 278 | 1.1 | 1.18 | 1.13 | 1.04 | 0.91 | 1.07 |
| 65240 | centralla | 107 | 13.65 2 | 109 | 13.77 | 30 | 1.04 | 0.98 | 0.94 | 1.01 | 0.86 | 0.78 |
| 63450 | Lentner | 4 | 12.330 | 4 | 12.2 | 1 | 1.03 | 0.82 | 0.93 | 0.98 | 0.78 | 0.62 |
| 64105 | Kansas city | 26 | 12.210 | 26 | 12.08 | , | 0.88 | 0.89 | 0.91 | 1.06 | 1.09 | 1.11 |
| 63541 | Glenvood | 7 | 11.570 | 7 | 11.45 | 1 | 1.01 | 0.78 | 0.8 | 0.97 | 0.7 | 0.58 |
| 65339 | Malta Bend | 12 | 11.27 0 | 12 | 11.16 | 5 | 1.01 | 0.78 | 0.8 | 0.97 | 0.7 | 0.57 |
| 65260 | Jacksonville | 6 | 10.40 | 6 | 10.29 | 2 | 1.14 | 1.02 | 0.85 | 0.99 | 0.74 | 0.65 |
| 64677 | Saint Catharine | 6 | 9.97 - | 6 | 9.87 | 1 | 1.11 | 1.04 | 1.02 | 1.09 | 0.82 | 0.74 |
| 65254 | Holliday | 4 | 9.740 | 1 | 9.64 | 1 | 1.13 | 0.99 | 0.84 | 0.99 | 0.73 | 0.64 |
| 65349 | slater | 31 | 9.340 | 31 | 9.25 | 11 | 1.12 | 0.98 | 0.84 | 0.99 | 0.73 | 0.64 |
| 65072 | Eldon | 4 | 9.190 | ${ }^{4}$ | 9.09 | 2 | 1.1 | 1.02 | 0.99 | 1.01 | 0.92 | 0.85 |
| 65262 | Kingdam city | 10 | 8.970 | 10 | 8.87 | 3 | 1.11 | 1.04 | 1.03 | 1.1 | 0.81 | 0.73 |
| 65081 | Tipton | 32 | 8.161 | 33 | 8.33 | 11 | 1.07 | 1.06 | 0.99 | 1.06 | 0.76 | 0.77 |
| 63102 | saint Louls | 44 | 7.870 | 44 | 7.79 | 9 | 0.93 | 1.08 | 1.14 | 0.88 | 0.94 | 0.86 |
| 65202 | columbla | 275 | 7.2610 | 215 | 7.45 | 102 | 1.05 | 1.08 | 1.08 | 1.03 | 0.92 | 1 |
| 64102 | Kansas City | 2 | 7.260 | 2 | 7.18 | 1 | ma | NA | na | NA | ka | na |
| 65265 | Mexico | 179 | 7.141 | 180 | 7.11 | 68 | 1.02 | 1 | 0.94 | 0.98 | 0.75 | 0.78 |
| 64001 | alam | 7 | 6.030 | 7 | 6.76 | 3 | 1.08 | 0.97 | 0.97 | 1.07 | 0.79 | 0.69 |
| 63545 | Green City | 9 | 6.420 | 9 | 6.35 | 3 | 1.09 | 0.94 | 0.82 | 0.99 | 0.72 | 0.62 |
| 64079 | platte city | 23 | 6.140 | 23 | 6.07 | 6 | 1.04 | 1.03 | 1.04 | 1.02 | 0.9 | 0.9 |
| 6621 ? | Shannee miesion, xs | 26 | 5.870 | 26 | 5.81 | 6 | 1.25 | 1.3 | 1.21 | 1.02 | 1.24 | 1.32 |
| 65255 | Hallaville | 44 | 5.630 | 44 | 5.57 | 12 | 0.76 | 0.86 | 0.93 | 1.01 | 0.82 | 0.71 |
| 64096 | waverly | 10 | 5.570 | 10 | 5.51 | 2 | 1.1 | 1.01 | 1 | 1.09 | 0.8 | 0.72 |
| 63361 | Montgomery City | 23 | 5.50 | 23 | 5.44 | 10 | 1.08 | 0.97 | 0.94 | 1.01 | 0.85 | 0.77 |
| 65254 | Glasgow | 15 | 5.490 | 15 | 5.43 | 6 | 1.1 | 1.03 | 1 | 1.05 | 0.87 | 0.8 |
| 63127 | saint Loula | 41 | 5.450 | 41 | 5.4 | 10 | 0.98 | 1.09 | 1.13 | 0.99 | 1.05 | 0.96 |
| 63877 | steele | 6 | 5.420 | 6 | 5.36 | 1 | 11.1 | 1 | 0.83 | 0.96 | 0.7 | 0.67 |
| 63468 | Shelbina | 19 | 5.10 | 19 | 5.34 | 8 | 1.11 | 1.02 | 0.97 | 1.01 | 0.89 | 0.82 |
| 64628 | Brooktield | 42 | 5.370 | 42 | 5.32 | 13 | 31.04 | 1.01 | 0.93 | 0.97 | 0.77 | 0.8 |
| 63005 | Chesterfield | 57 | 5.30 | 57 | 5.25 | 17 | 71.25 | 1.28 | 1.2 | 0.94 | 1.1 | 1.18 |
| 63469 | shelbyville | , | 4.71 | , | 5.23 | 2 | 21.1 | 1.02 | 0.99 | 1.01 | 0.92 | 0.85 |
| 63551 | Livonia | 2 | 5.240 | 2 | 5.19 |  | 10.9 | 0.9 | 0.78 | 1.11 | 0.61 | 0.57 |
| 64650 | Marceline | 28 | 5.240 | 28 | 5.18 | 5 | 51.1 | 1.02 | 0.89 | 0.98 | 0.73 | 0.71 |

Average ha oniv. of missouri graduatea


| 63105 | Saint Louis |
| :---: | :---: |
| 63546 | Greantop |
| 65039 | Hartaburg |
| 65053 | Lohman |
| 65248 | Fayette |
| 65270 | Moberly |
| 65340 | Marahall |
| 63552 | macon |
| 65275 | Parie |
| 65251 | Fulton |
| 65066 | Owenaville |
| 63556 | mulan |
| 64635 | Lucerne |
| 63543 | Gorin |
| 63124 | saint Loula |
| 65109 | Jefferson City |
| 64601 | chillicothe |
| 64423 | Barnard |
| 65046 | Jamestown |
| 65050 | Latham |
| 64037 | Higginaville |
| 63351 | Jonenburg |
| 63451 | Leonard |
| 63561 | Queen city |
| 63538 | simer |
| 64668 | Norborne |
| 65322 | Blackuater |
| 64633 | carrollton |
| 65084 | Varamilles |
| 63131 | Saint Louls |
| 65233 | Boonville |
| 65041 | Hermann |
| 64113 | Xanaes City |
| 64054 | Independence |
| 64074 | Napoleon |
| 66226 | Shamee Miesion, Es |
| 63461 | palmyra |
| 64470 | Mound City |
| 64739 | Creighton |
| 64016 | Bucxner |
| 65010 | Aohland |
| 64631 | Buckiin |
| 63353 | Louisiana |
| 63144 | saint Louls |


| 12,513 | 5, 341 | \$44,094 |
| :---: | :---: | :---: |
| 491 | 200 | \$22,450 |
| 2,503 | 938 | \$39,625 |
| 876 | 331 | \$27,801 |
| 4,158 | 1,547 | \$26,117 |
| 15,635 | 6,483 | \$25,833 |
| 15,284 | 5.927 | \$25,533 |
| 8,349 | 3,462 | \$25,629 |
| 3,456 | 1.404 | \$24,927 |
| 16,883 | 5.757 | \$30,317 |
| 3,235 | 1,268 | \$28,566 |
| 2,986 | 1,205 | \$20,739 |
| 275 | 102 | \$23,495 |
| 426 | 167 | \$17.967 |
| 10,973 | 4,008 | \$61.955 |
| 43, 363 | 16,004 | \$33.273 |
| 10,461 | 4. 269 | \$24,562 |
| 586 | 243 | \$26.008 |
| 1.174 | 475 | \$26,656 |
| 894 | 284 | 528,198 |
| 4,366 | 1,899 | \$27,405 |
| 612 | 229 | \$27.160 |
| 310 | 114 | \$28,783 |
| 1,280 | 489 | \$23,000 |
| 321 | 138 | \$22,208 |
| 1,636 | 634 | \$27,003 |
| 993 | 364 | \$23.581 |
| 4.983 | 2,122 | \$25.596 |
| 5,519 | 2,162 | \$23,586 |
| 21,562 | 7,558 | \$56.178 |
| 8, 817 | 3,447 | \$24.084 |
| 3,301 | 1,359 | \$30,492 |
| 10,771 | 4.415 | \$46,512 |
| 2,922 | 199 | \$40,715 |
| 535 | 206 | \$30.109 |
| 375 | 120 | \$46,484 |
| 4,148 | 1,655 | \$26,106 |
| 1,932 | 829 | \$21,479 |
| 968 | 363 | \$31,593 |
| 1,952 | 668 | \$39,513 |
| 6, 286 | 2,397 | \$39,538 |
| 788 | 341 | \$22,016 |
| 5.141 | 2,032 | \$24,870 |
| 8.297 | 3,540 | \$35,635 |


| 509 | 3.53 |
| ---: | ---: |
| 6 | 1.06 |
| 125 | 4.34 |
| 37 | 3.67 |
| 160 | 3.34 |
| 317 | 1.76 |
| 245 | 1.39 |
| 137 | 1.43 |
| 67 | 1.68 |
| 514 | 2.64 |
| 68 | 1.83 |
| 32 | 0.93 |
| 7 | 2.21 |
| 4 | 0.82 |
| 322 | 2.55 |
| 1.281 | 2.57 |
| 238 | 1.98 |
| 6 | 0.89 |
| 36 | 2.66 |
| 2 | 0.19 |
| 78 | 1.55 |
| 10 | 1.42 |
| 3 | 0.84 |
| 8 | 0.54 |
| 1 | 0.27 |
| 39 | 2.07 |
| 15 | 1.31 |
| 123 | 2.14 |
| 63 | 0.99 |
| 714 | 2.88 |
| 291 | 2.87 |
| 111 | 2.92 |
| 665 | 5.36 |
| 28 | 0.83 |
| 8 | 1.25 |
| 16 | 3.71 |
| 83 | 1.74 |
| 29 | 1.3 |
| 5 | 0.45 |
| 27 | 1.2 |
| 199 | 2.75 |
| 2 | 0.22 |
| 89 | 1.5 |
| 332 | 3.48 |
|  |  |


$\left.\begin{array}{r}17 \\ 1 \\ 6 \\ 2 \\ 7 \\ 20 \\ 35 \\ 17 \\ 5 \\ 30 \\ 1 \\ 2 \\ 1 \\ 1 \\ 14 \\ 95 \\ 25 \\ 1 \\ 1 \\ 3 \\ 6 \\ 2 \\ 0 \\ 2 \\ 1 \\ 1 \\ 1 \\ 1\end{array} \right\rvert\,$

| 2.82 | -0.71 |
| :---: | :---: |
| 4.23 | 3.17 |
| 4.97 | 0.63 |
| 4.74 | 1.07 |
| 3.49 | 0.15 |
| 2.65 | 0.89 |
| 4.75 | 3.36 |
| 4.22 | 2.79 |
| 3 | 1.32 |
| 3.69 | 1.05 |
| 2.57 | 0.74 |
| 1.39 | 0.46 |
| 7.54 | 5.33 |
| 4.87 | 4.05 |
| 2.65 | 0.1 |
| 4.55 | 1.98 |
| 4.96 | 2.98 |
| 3.54 | 2.65 |
| 7.07 | 4.41 |
| 6.96 | 6.77 |
| 2.85 | 1.3 |
| 6.78 | 5.36 |
| 0 | -0.84 |
| 3.24 | 2.7 |
| 6.46 | 6.19 |
| 5.07 | 3 |
| 2.09 | 0.78 |
| 3.33 | 1.19 |
| 2.63 | 1.64 |
| 3.56 | 0.68 |
| 4.24 | 1.37 |
| 3.14 | 0.22 |
| 4.43 | -0.93 |
| 0.71 | -0.12 |
| 3.74 | 2.49 |
| 0 | -3.71 |
| 4 | 2.26 |
| 3.22 | 1.92 |
| 2.14 | 1.69 |
| 1.06 | -0.14 |
| 4.29 | 1.54 |
| 0 | -0.22 |
| 1.61 | 0.11 |
| 2.73 | -0.73 |


| 63105 | Saint Louis | 101 | 4.95 | 1 | 102 | 4.95 | 29 | 2.16 | 1.25 | 1.18 | 1.02 | 1.29 | 1.28 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 63546 | Greantop | 4 | 5 | 0 | , | 4.95 | 1 | 0.98 | 0.88 | 0.83 | 0.91 | 0.6 | 0.66 |
| 65039 | Harteburg | 20 | 4.9 | 0 | 20 | 4.85 | 7 | 0.94 | 0.98 | 1.1 | 1.03 | 0.88 | 0.96 |
| 65053 | Lohran | 7 | 4.9 | 0 | 7 | 4.85 | 3 | 0.73 | 0.84 | 0.93 | 1 | 0.83 | 0.71 |
| 65248 | Fayette | 32 | 4.72 | 0 | 32 | 4.67 | 14 | 1.12 | 1.07 | 1.03 | 1.03 | 0.04 | 0.85 |
| 65270 | Moberly | 119 | 4.67 | 0 | 119 | 4.62 | 48 | 1.13 | 1.04 | 0.94 | 1 | 0.85 | 0.77 |
| 65340 | Marehall | 116 | 4.65 | 0 | 116 | 4.61 | 47 | 1.1 | 1.01 | 0.96 | 1.01 | 0.82 | 0.77 |
| 63552 | Macon | 63 | 4.63 | 0 | 63 | 4.58 | 21 | 1.11 | 1.02 | 0.95 | 1.01 | 0.85 | 0.78 |
| 65275 | Parie | 26 | 4.61 | 0 | 26 | 4.57 | 10 | 1.03 | 0.94 | 0.9 | 1.05 | 0.77 | 0.69 |
| 65251 | Fulton | 122 | 4.43 | 1 | 126 | 4.53 | 52 | 1.07 | 1 | 0.96 | 1.02 | 0.84 | 0.76 |
| 65066 | owensville | 24 | 4.55 | 0 | 24 | 4.5 | 9 | 0.95 | 1 | 0.9 | 0.92 | 0.59 | 0.75 |
| 63556 | milan | 22 | 4.52 | 0 | 22 | 4.47 | 9 | 1.03 | 0.99 | 0.89 | 1.05 | 0.71 | 0.67 |
| 64655 | Lucerne | 2 | 4.46 | 0 | 2 | 4.41 | 1 | 0.9 | 0.9 | 0.78 | 1.11 | 0.61 | 0.37 |
| 63543 | Gorin | 3 | 4.32 | - | 3 | 4.27 | 1 | 1.01 | 0.78 | 0.8 | 0.97 | 0.7 | 0.57 |
| 63124 | Saint Louls | 75 | 4.19 | 1 | 76 | 4.2 | 19 | 1.21 | 1.19 | 1.17 | 0.93 | 1.19 | 1.34 |
| 65109 | Jafferson City | 297 | 4.2 | 3 | 300 | 4.2 | 120 | 1.02 | 1.06 | 1.09 | , | 0.95 | 0.96 |
| 64601 | chillicothe | 72 | 4.22 | 0 | 72 | 4.18 | 23 | 1.07 | 0.99 | 0.93 | 1.01 | 0.85 | 0.76 |
| 64423 | Barnard | 4 | 4.19 | 0 | 4 | 4.14 | 1 | 1.01 | 0.78 | 0.8 | 0.97 | 0.7 | 0.57 |
| 65046 | Jamastown | 8 | 4.10 | 0 | 8 | 4.14 | 3 | 1.11 | 1.04 | 1.03 | 1.1 | 0.81 | 0.73 |
| 65050 | Latham | 6 | 4.12 | 0 | 6 | 4.07 | 1 | 1.08 | 1.02 | 1.02 | 1.09 | 0.81 | 0.73 |
| 64037 | Higqinaville | 29 | 4.07 | 0 | 29 | 4.03 | 11 | 1.06 | 1 | 0.95 | 1.01 | 0.84 | 0.77 |
| 63351 | Janeaburg | 4 | 4.01 | 0 | 4 | 3.97 | 1 | 1.13 | 1.02 | 0.99 | 1.02 | 0.76 | 0.67 |
| 63451 | Leonard | 2 | 3.96 | 0 | 2 | 3.92 | 1 | 1.11 | 1.04 | 1.02 | 1.1 | 0.82 | 0.74 |
| 63561 | Queen city | 8 | 3.83 | 0 | 8 | 3.79 | 3 | 1.07 | 0.97 | 0.84 | 0.95 | 0.67 | 0.66 |
| 63538 | slmar | 2 | 3.82 | 0 | 2 | 3.78 | 1 | 1.04 | 0.85 | 0.86 | 1.01 | 0.73 | 0.62 |
| 64661 | Norborne | 10 | 3.75 | 0 | 10 | 3.71 | 5 | 1.07 | 0.93 | 0.93 | 1.05 | 0.77 | 0.67 |
| 65322 | Blackwater | 6 | 3.71 | 0 | 6 | 3.67 | 3 | 1.11 | 1.04 | 1.03 | 1.1 | 0.81 | 0.73 |
| 64633 | carroliton | 30 | 3.69 | 0 | 30 | 3.65 | 10 | 1.03 | 0.96 | 0.49 | 1 | 0.74 | 0.72 |
| 65084 | versallles | 33 | 3.67 | 0 | 33 | 3.63 | - | 1.1 | 1.02 | 0.94 | 1.05 | 0.78 | 0.71 |
| 63131 | saint Loule | 127 | 3.61 | 0 | 127 | 3.58 | 43 | 1.25 | 1.23 | 1.19 | 0.92 | 1.19 | 1.35 |
| 65233 | Boonville | 50 | 3.48 | 1 | 51 | 3.51 | 23 | 1.09 | 1 | 0.94 | 1 | 0.83 | 0.78 |
| 65041 | Hermann | 18 | 3.34 | 1 | 19 | 3.49 | - | 1.07 | 1 | 0.92 | 1.04 | 0.6 | 0.73 |
| 64113 | kanase city | 61 | 3.47 | 0 | 61 | 3.44 | 21 | 1.16 | 1.24 | 1.17 | 0.98 | 1.26 | 1.23 |
| 64058 | Independence | 16 | 3.36 | 0 | 16 | 3.32 | 2 | 1.01 | 1.03 | 1.09 | 1.13 | 0.85 | 0.99 |
| 64074 | Napoleon | 3 | 3.32 | 0 | 3 | 3.28 |  | 1.01 | 0.78 | 0.8 | 0.97 | 0.7 | 0.57 |
| 66226 | Shamee Miasion, ks | 2 | 3.27 | 0 | 2 | 3.24 | 1 | 1.07 | 1.08 | 1.12 | 1.11 | 0.89 | 1.03 |
| 63461 | Palmyra | 22 | 3.25 | 0 | 22 | 3.22 | 7 | 1.06 | 1.03 | 0.98 | 1.04 | 0.81 | 0.83 |
| 64470 | Mound City | 10 | 3.17 | 0 | 10 | 3.14 | 3 | 1.08 | 0.97 | 0.97 | 1.07 | 0.79 | 0.69 |
| 64739 | Creighton | 5 | 3.17 | 0 | 5 | 3.14 | 1 | 0.95 | 1 | 0.86 | 0.14 | 0.49 | 0.76 |
| 64016 | Buckner | 10 | 3.14 | 0 | 10 | 3.11 | 3 | 1.03 | 1.07 | 1.1 | 1.13 | 0.83 | 0.99 |
| 65010 | Mahland | 32 | 3.12 | 0 | 32 | 3.09 | 9 | 0.76 | 0.86 | 0.95 | 1.01 | 0.84 | 0.74 |
| 64631 | Buckiln | 1 | 3.11 | 0 | 1 | 3.08 | 1 | 1.13 | 1.01 | 0.87 | 1.01 | 0.75 | 0.66 |
| 63353 | Loulsiana | 25 | 2.98 | 0 | 25 | 2.95 | - | 1.11 | 1.02 | 0.96 | 1.02 | 0.86 | 0.78 |
| 63144 | saint Loule | 40 | 2.96 | 0 | 40 | 2.93 | 16 | 1.12 | 1.19 | 1.14 | 1.02 | 1.16 | 1.14 |


| 21p | City/Town | $\begin{gathered} 1993 \\ \text { Population } \end{gathered}$ | $\begin{gathered} 1993 \\ \text { Households } \end{gathered}$ | Average Hh Income-1992 | Univ. of M1ssouri Graduates | Graduates <br> Per Capita | Persons Attended MO | Attended <br> Per Capita | 1992 Athletic Donors | Athletic Donora Per Capita | per Capita Donors vs. Graduates |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 65348 | otterville | 832 | 329 | \$19,309 | 6 | 0.63 | 0 | 0 | 1 | 2.19 | 1.86 |
| 64454 | Gower | 2,738 | 958 | \$33.147 | 23 | 0.73 | 0 | 0 | 1 | 0.76 | 0.03 |
| 64646 | Humphreye | 424 | 175 | \$18,977 | 1 | 0.2 | 0 | 0 | 0 | 0 | -0.2 |
| 65065 | Osage Beach | 6,630 | 2, 811 | \$24.833 | 89 | 1.17 | 10 | 1.74 | 32 | 10.01 | 8.84 |
| 66223 | stanley, ks | 1,708 | 532 | \$52,261 | 56 | 2.85 | 2 | 1.35 | 1 | 1.21 | -1.64 |
| 63141 | Saint Loula | 21,948 | 7,823 | \$57,338 | 876 | 3.47 | 46 | 2.42 | 22 | 2.08 | -1.64 |
| 64106 | kanama city | 6.239 | 2.915 | \$18,081 | 82 | 1.14 | 3 | 0.56 | 6 | 2 | 0.86 |
| 64630 | Browning | 431 | 190 | \$22,107 | 3 | 0.6 | 1 | 2.68 | 1 | 4.61 | 4.21 |
| 66209 | Leavood, ks | 3,465 | 1,176 | \$62,049 | 401 | 10.05 | 18 | ${ }^{2} 6$ | 11 | 6.59 | - -3.46 |
| 65301 | Sodalia | 26,806 | 11.001 | \$27,047 | 327 | 1.06 | 34 | 1.47 | 20 | 1.55 | 0.49 |
| 64469 | Mayeville | 1,989 | 840 | \$24,429 | 26 | 1.14 | 1 | 0.58 | 6 | 6.26 | 5.12 |
| 64145 | ranase city | 3,987 | 1,391 | \$45,810 | 162 | 3.53 | 8 | 2.32 | 6 | 3.12 | -0.41 |
| 65809 | Springfield | 4,454 | 1,579 | \$49,797 | 196 | 3.82 | 12 | 3.11 | 10 | 4.66 | -0.61 |
| 65068 | Prairie Home | 671 | 274 | \$21,724 | 13 | 1.68 | 0 | 0 | 0 | 0 | -1.66 |
| 65733 | Protem | 453 | 198 | \$19,874 | 3 | 0.58 | 0 | 0 | 0 | 0 | -0.58 |
| 63456 | Monroe city | 4,411 | 1,660 | \$26,830 | 75 | 1.48 | 5 | 1.31 | 4 | 2.18 | 0.4 |
| 63459 | Naw London | 2,860 | 1.062 | \$26,078 | 41 | 1.24 | 9 | 3.63 | 4 | 2.89 | 1.65 |
| 65026 | sldon | 11,187 | 4,597 | \$25,297 | 129 | 1 | 10 | 1.03 | 12 | 2.23 | 1.23 |
| 65024 | Chamole | 1,462 | 576 | \$25,655 | 14 | 0.83 | 2 | 1.58 | 1 | 1.42 | 0.59 |
| 64429 | Camaron | 4.900 | 1,972 | \$26,379 | 74 | 1.31 | 11 | 2.59 | 3 | 1.27 | -0.04 |
| 65043 | Holte Sumait | 7.269 | 2,511 | \$32,793 | 149 | 1.78 | 13 | 2.07 | 7 | 2 | 0.22 |
| 65004 | Springriold | 34,664 | 14,609 | 837,579 | 760 | 1.9 | 58 | 1.93 | 31 | 1.86 | -0.04 |
| 64015 | Blue Springa | 14,302 | 5,119 | \$39,363 | 388 | 2.36 | 12 | 0.97 | 11 | 1.6 | -0.76 |
| 65281 | Saliabury | 4.085 | 1,621 | \$26.242 | 79 | 1.68 | 8 | 2.26 | 7 | 3.56 | 1.88 |
| 65333 | Houstonia | 512 | 193 | \$25, 842 | 6 | 1.02 | 2 | 4.51 | 1 | 4.05 | 3.03 |
| 65016 | California | 6, 220 | 2.479 | \$27. 576 | 116 | 1.62 | 10 | 1.86 | d | 2.67 | 1.05 |
| 65058 | Meta | 2,078 | 697 | \$28.949 | 14 | 0.59 | 0 | 0 | 2 | 2 | 1.41 |
| 63103 | Saint Loule | 6,877 | 3,495 | \$21,795 | 33 | 0.42 | 4 | 0.67 | 4 | 1.21 | 0.79 |
| 65078 | stover | 2,414 | 914 | \$23,903 | 9 | 0.32 | 1 | 0.48 | 3 | 2.58 | 2.26 |
| 64644 | Hamition | 2,180 | 893 | \$25,252 | 32 | 1.27 | 4 | 2.12 | 1 | 0.95 | -0.32 |
| 65261 | Keyterville | 1,364 | 558 | \$22,639 | 25 | 1.59 | 1 | 0.85 | 4 | 6.08 | 4.49 |
| 65336 | Hughesville | 1,370 | 524 | \$27, 844 | 9 | 0.57 | 3 | 2.53 | 1 | 1.51 | 0.94 |
| 63017 | Cheoterfield | 35, 754 | 11,504 | \$59,316 | 1,439 | 3.5 | 69 | 2.23 | 41 | 2.38 | -1.12 |
| 65247 | Excello | 550 | 206 | \$28.799 | 3 | 0.47 | 3 | 6.3 | 1 | 3.77 | 3.3 |
| 63132 | saint Loule | 13,975 | 5. 787 | 843,357 | 308 | 1.91 | 18 | 1.49 | 7 | 1.04 | -0.87 |
| 65536 | Lebanon | 24,471 | 9,604 | \$26,256 | 161 | 0.57 | 19 | 0.9 | 20 | 1.7 | 1.13 |
| 64049 | Snithville | 4.235 | 1.620 | \$33,715 | 64 | 1.31 | 3 | 0.82 | 3 | 1.47 | 0.16 |
| 64489 | stanberry | 1.510 | 612 | \$23,903 | 23 | 1.32 | 0 | 0 | 0 | 0 | -1.32 |
| 64770 | Montrose | 607 | 235 | \$26,221 | 6 | 0.86 | 1 | 1.9 | 0 | 0 | -0.66 |
| 63401 | Hannibal | 23,437 | 9.212 | \$26,062 | 304 | 1.13 | 23 | 1.13 | 18 | 1.59 | 0.46 |
| 64125 | ranseo City | 1,219 | 541 | \$24,335 | 3 | 0.21 | 0 | 0 | 1 | 1.7 | 1.49 |
| 65051 | Linn | 3.686 | 1.353 | \$28,119 | 11 | 1.91 | 11 | 3.45 | 4 | 2.25 | 0.34 |
| 65616 | Branson | 7.671 | 3, 368 | \$29,276 | 113 | 1.28 | 3 | 0.45 | 4 | 1.08 | -0.2 |
| 65279 | Rocheport | 4,321 | 1,637 | \$37,972 | 134 | 2.69 | 24 | 6.42 | 7 | 3.36 | 0.67 |

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| 0.76 | 0.75 |
| 0.73 | 0.62 |
| 0.91 | 0.85 |
| 1.11 | 1.19 |
| 1.12 | 1.21 |
| 1.2 | 1.04 |
| 0.61 | 0.57 |
| 1.16 | 1.3 |
| 0.8 | 0.78 |
| 0.81 | 0.72 |
| 1.09 | 1.13 |
| 1.12 | 1.2 |
| 0.7 | 0.57 |
| 0.61 | 0.57 |
| 0.82 | 0.81 |
| 0.71 | 0.65 |
| 0.76 | 0.72 |
| 0.73 | 0.63 |
| 0.87 | 0.8 |
| 0.77 | 0.87 |
| 1 | 1.03 |
| 1.21 | 1.12 |
| 0.8 | 0.78 |
| 0.71 | 0.6 |
| 0.65 | 0.74 |
| 0.73 | 0.65 |
| 1.12 | 1.06 |
| 0.79 | 0.71 |
| 0.79 | 0.71 |
| 0.73 | 0.63 |
| 0.76 | 0.65 |
| 1.12 | 1.23 |
| 0.76 | 0.65 |
| 1.11 | 1.1 |
| 0.68 | 0.72 |
| 0.88 | 0.97 |
| 0.78 | 0.69 |
| 0.81 | 0.73 |
| 0.83 | 0.8 |
| 0.77 | 1.13 |
| 0.85 | 0.77 |
| 0.89 | 0.84 |
| 1 | 1.01 |
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| 65080 | Tebbetts | 620 | 240 | \$37,135 | 11 | 1.54 | 0 | 0 | 0 | 0 | -1.54 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 63383 | Marrenton | 10,321 | 3.796 | \$30,362 | 122 | 1.03 | 6 | 0.67 | 8 | 1.61 | 0.58 |
| 64063 | Lees Sumait | 14,732 | 5,890 | \$35,412 | 610 | 3.6 | 31 | 2.43 | 15 | 2.11 | -1.49 |
| 63122 | saint Louls | 37.327 | 14,487 | \$44,669 | 1.442 | 3.36 | 80 | 2.48 | 27 | 1.5 | -1.86 |
| 63349 | Hawk Point | 1,266 | 453 | \$30.363 | 9 | 0.62 | 1 | 0.91 | 0 | 0 | -0.62 |
| 63119 | Saint Louls | 31,539 | 12,383 | \$41,743 | 995 | 2.74 | 53 | 1.94 | 24 | 1.58 | -1.16 |
| 64154 | Kaname city | 1,904 | 740 | \$42,361 | 39 | 1.78 | 4 | 2.43 | 0 | 0 | -1.78 |
| 62225 | Belleville, il | 652 | 295 | \$28,438 | 6 | 0.8 | 0 | 0 | 0 | 0 | -0.8 |
| 64076 | Odessa | 7,529 | 2, 703 | 533,977 | 53 | 0.61 | 8 | 1.23 | 3 | 0.83 | 0.22 |
| 64085 | Richmond | 8,588 | 3.423 | \$29,938 | 87 | 0.88 | 15 | 2.02 | 6 | 1.45 | 0.57 |
| 64720 | Adrian | 1,993 | 782 | \$26,754 | 22 | 0.96 | 0 | 0 | 0 | 0 | -0.96 |
| 65330 | Gillam | 1,339 | 574 | \$23.101 | 6 | 0.39 | 4 | 3.45 | 2 | 3.1 | 2.71 |
| 64401 | Agency | 1,354 | 475 | \$36,566 | 12 | 0.77 | 0 | 0 | 0 | 0 | -0.77 |
| 66211 | Leamood, ks | 4,082 | 1,412 | \$59.545 | 60 | 1.28 | 8 | 2.27 | 5 | 2.54 | 1.26 |
| 64870 | Webl city | 4.454 | 1,783 | \$25,328 | 10 | 0.78 | 4 | 1.04 | 2 | 0.93 | 0.15 |
| 63011 | Ballwin | 34.708 | 11, 184 | \$53,107 | 1,038 | 2.6 | 43 | 1.43 | 38 | 2.27 | -0.33 |
| 64724 | Applaton city | 1,402 | 621 | \$27,335 | 17 | 1.05 | 4 | 3.3 | 1 | 1.48 | 0.43 |
| 64462 | Rock Port | 2,833 | 1.185 | \$22,202 | 32 | 0.98 | 7 | 2.86 | 4 | 2.93 | 1.95 |
| 64477 | Plattaburg | 3,620 | 1,334 | \$28,872 | 47 | 1.13 | 3 | 0.96 | 3 | 1.72 | 0.59 |
| 65020 | candention | 7.928 | 3.242 | \$24,730 | 143 | 1.57 | 13 | 1.9 | 10 | 2.62 | 1.05 |
| 65005 | Westphalia | 722 | 237 | \$30.222 | 18 | 2.17 | 1 | 1.6 | 0 | 0 | -2.17 |
| 64034 | Greenmood | 4.355 | 1.489 | \$44.481 | 64 | 1.28 | 1 | 0.27 | 3 | 1.43 | 0.15 |
| 64776 | Osceola | 3,644 | 1,490 | \$23,076 | 22 | 0.52 | 1 | 0.32 | 2 | 1.14 | 0.62 |
| 63090 | washington | 13, 501 | 4,884 | \$35,564 | 289 | 1.86 | 15 | 1.28 | 7 | 1.08 | -0.78 |
| 63430 | Alexandria | 739 | 286 | \$25,070 | 4 | 0.47 | 0 | 0 | 0 | 0 | -0.47 |
| 63437 | clarence | 1.483 | 634 | \$20,920 | 22 | 1.29 | 6 | 4.68 | 3 | 4.2 | 2.91 |
| 64506 | Saint Joseph | 16,177 | 6,895 | \$36,901 | 404 | 1.93 | 34 | 2.16 | 19 | 2.17 | 0.24 |
| 65082 | Tuscumbia | 1,484 | 505 | \$29,634 | 6 | 0.35 | 3 | 2.34 | 1 | 1.4 | 1.05 |
| 63544 | Green Castle | 746 | 331 | \$18,988 | 5 | 0.58 | 0 | 0 | 0 | 0 | -0.58 |
| 64020 | Concordia | 3, 010 | 1,159 | \$28,635 | 30 | 0.87 | 0 | 0 | 2 | 1.38 | 0.51 |
| 65059 | Mokane | 1,522 | 536 | \$29,469 | 17 | 0.97 | 1 | 0.76 | 0 | 0 | -0.97 |
| 63126 | Saint Louls | 15,993 | 5.920 | \$44,767 | 406 | 2.2 | 26 | 1.88 | 13 | 1.69 | -0.51 |
| 63382 | vandalla | 3,441 | 1.416 | \$23.447 | 74 | 1.17 | 10 | 3.36 | 3 | 1.61 | -0.06 |
| 64474 | Osborn | 1,549 | 599 | \$28,192 | 6 | 0.34 | 0 | 0 | 1 | 1.34 | 1 |
| 65305 | Knob noster | 399 | 122 | \$25,000 | 3 | 0.65 | 0 | 0 | 0 | 0 | -0.65 |
| 64640 | Gallatin | 3, 233 | 1,337 | \$24,076 | 43 | 1.16 | 2 | 0.71 | 1 | 0.64 | -0.52 |
| 63857 | Rennett | 11,796 | 4,745 | \$22,803 | 90 | 0.66 | 14 | 1.37 | 10 | 1.76 | 1.1 |
| 65237 | Buncaton | 1,638 | 639 | \$22,164 | 21 | 1.11 | 0 | 0 | 1 | 1.27 | 0.16 |
| 66224 | Leavood, xS | 2,047 | 644 | \$55,186 | 26 | 1.1 | 1 | 0.56 | 0 | 0 | -1.1 |
| 64060 | Rearney | 2.939 | 975 | \$41,045 | 60 | 1.77 | 4 | 1.57 | 0 | 0 | -1.77 |
| 63501 | Rirkeville | 19,870 | 7.061 | \$26,810 | 210 | 0.97 | 25 | 1.53 | 10 | 1.1 | 0.13 |
| 64067 | Lexington | 6,019 | 2,382 | \$28,699 | 87 | 1.26 | 9 | 1.73 | 5 | 1.72 | 0.46 |
| 64402 | Albany | 2,583 | 1.086 | \$23.910 | 48 | 1.61 | - | 3.58 | 4 | 3.21 | 1.6 |
| 64856 | pineville | 2,581 | 1,010 | \$25,592 | 9 | 0.3 | 0 | 0 | 0 | 0 | -0.3 |

Public Pub Tickets Fanily
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| 1.01 | 1.09 |
| 0.96 | 1.03 |
| 1.18 | 0.91 |
| 0.97 | 1.01 |
| 1.19 | 0.97 |
| 0.9 | 1.05 |
| 0.96 | 1.08 |
| 0.9 | 1.01 |
| 0.97 | 1.02 |
| 0.04 | 0.99 |
| 1.15 | 0.98 |
| 0.1 | 1.09 |
| 1.04 | 1.11 |
| 0.11 | 1.02 |
| 0.98 | 1.00 |
| 1.1 | 1.01 |
| 0.84 | 0.93 |
| 0.0 | 0.98 |
| 1.04 | 1.06 |
| 0.99 | 1.05 |
| 1.1 | 0.9 |
| 0.16 | 0.94 |
| 1.03 | 1.1 |
| 0.06 | 0.94 |
| 0.94 | 1.01 |
| 0.9 | 0.96 |
| 0.02 | 0.98 |
| 1.21 | 0.94 |
| 1.12 | 1.06 |
| 0.91 | 0.98 |
| 1 | 1.01 |
| 0.93 | 1 |
| 0.94 | 1.03 |
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| 0.58 | 0.76 |
| 1.08 | 1.07 |
| 1.09 | 1.06 |
| 0.76 | 0.69 |
| 1.11 | 1.06 |
| 1.17 | 1.09 |
| 0.73 | 1.06 |
| 0.81 | 0.67 |
| 0.1 | 0.11 |
| 0.85 | 0.77 |
| 0.8 | 0.72 |
| 0.75 | 0.75 |
| 1.22 | 1.36 |
| 0.79 | 0.86 |
| 1.12 | 1.19 |
| 0.76 | 0.71 |
| 0.78 | 0.69 |
| 0.79 | 0.7 |
| 0.87 | 0.8 |
| 0.74 | 0.65 |
| 1.07 | 1.05 |
| 0.63 | 0.58 |
| 0.81 | 0.96 |
| 0.6 | 0.62 |
| 0.79 | 0.71 |
| 1.08 | 1.03 |
| 0.67 | 0.65 |
| 0.7 | 0.57 |
| 0.11 | 0.85 |
| 0.75 | 0.74 |
| 1.08 | 1 |
| 0.7 | 0.73 |
| 0.11 | 0.73 |
| 0.86 | 0.7 |
| 0.86 | 0.78 |
| 0.75 | 0.74 |
| 0.72 | 0.62 |
| 1.1 | 1.2 |
| 0.97 | 1.03 |
| 0.8 | 0.12 |
| 0.13 | 0.94 |
| 0.85 | 0.77 |
| 0.74 | 0.71 |
|  |  |


| 21p | city/Town | $\begin{gathered} 1993 \\ \text { Population } \end{gathered}$ | $\begin{gathered} 1993 \\ \text { Households } \end{gathered}$ | Average HH Incame-1992 | Univ. of Missourl graduates | Graduates Par Capita | Persons Attended MD | Attended Per Capita | 1992 Athletic Donors | Athletic Donars Per Capita | Per capita <br> Donors ve. Graduates |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 63348 | Fordatell | 4.341 | 1.445 | 536,967 | 36 | 0.72 | 1 | 0.27 | 0 | 0 | -0.72 |
| 66220 | Lenexa, xs | 1,731 | 557 | \$46,129 | 16 | 0.8 | 0 | 0 | 1 | 1.2 | 0.4 |
| 63128 | Saint Louis | 27,509 | 9,899 | \$46,483 | 636 | 2.01 | 41 | 1.72 | 16 | 1.21 | -0.8 |
| 63146 | Saint Louis | 30,114 | 12,118 | \$47,694 | 969 | 2.79 | 40 | 1.54 | 17 | 1.17 | -1.62 |
| 65230 | Armatrong | 872 | 340 | \$23,923 | 18 | 1.79 | 2 | 2.65 | 1 | 2.38 | 0.59 |
| 66208 | Prairle Village, xs | 25,750 | 10,308 | \$45,642 | 601 | 2.03 | 64 | 2.87 | 19 | 1.53 | -0.5 |
| 63334 | Bowling Green | 5.436 | 2, 040 | \$23,550 | 119 | 1.9 | 9 | 1.91 | 2 | 0.76 | -1.14 |
| 65708 | Monett | 5. 872 | 2,451 | \$24,640 | 66 | 0.98 | 6 | 1.18 | 4 | 1.41 | 0.43 |
| 63367 | - Fallon | 3,757 | 1.260 | \$47.579 | 146 | 3.38 | 7 | 2.15 | 6 | 3.31 | -0.07 |
| 65351 | sweet springs | 1,903 | 780 | \$25,061 | 27 | 1.23 | 3 | 1.82 | 3 | 3.27 | 2.04 |
| 63379 | Troy | 5, 745 | 2,097 | \$30,185 | 114 | 1.72 | 10 | 2.01 | 2 | 0.72 | -1 |
| 63472 | Wayland | 958 | 391 | \$24,809 | 0 | - | 0 | 0 | 1 | 2.17 | 2.17 |
| 64112 | Kansas City | 10,618 | 7.242 | \$26.474 | 320 | 2.62 | 33 | 3.59 | 6 | 1.17 | -1.45 |
| 63084 | Onion | 8,902 | 3.141 | \$34.253 | 114 | 1.11 | 6 | 0.78 | 2 | 0.47 | -0.64 |
| 63537 | edina | 1,994 | 779 | \$21.966 | 24 | 1.05 | 6 | 3.48 | 1 | 1.04 | -0.01 |
| 64019 | centerview | 2,014 | 207 | \$31.234 | 8 | 0.35 | 1 | 0.57 | 1 | 1.03 | 0.68 |
| 65011 | Barnett | 1.020 | 405 | \$23,504 | 11 | 0.94 | 1 | 1.13 | 0 | 0 | -0.94 |
| 63650 | Ironton | 4.127 | 1, 510 | \$22,714 | 22 | 0.46 | 8 | 2.24 | 0 | 0 | -0.46 |
| 63345 | Farber | 1.051 | 432 | \$23.490 | 3 | 0.25 | 0 | 0 | 0 | 0 | -0.25 |
| 64114 | Kansae Clty | 26,081 | 11.902 | \$36,947 | 671 | 2.23 | 47 | 2.08 | 19 | 1.51 | -0.72 |
| 64603 | Tranton | 8, 337 | 3.575 | \$24,249 | 130 | 1.35 | 15 | 2.08 | 3 | 0.75 | -0.6 |
| 65775 | west plaine | 15,219 | 6,166 | \$23,811 | 144 | 0.82 | 16 | 1.22 | 9 | 1.23 | 0.41 |
| 64735 | clinton | 12,295 | 5,128 | \$24,937 | 118 | 0.83 | 7 | 0.66 | 5 | 0.84 | 0.01 |
| 63117 | saint Louis | 10, 823 | 4.948 | \$34.185 | 263 | 2.11 | 10 | 1.07 | 5 | 0.96 | -1.15 |
| 64759 | Lamar | 7.589 | 3.057 | \$24.946 | 45 | 0.52 | 6 | 0.91 | 0 | 0 | -0. 52 |
| 65263 | Madison | 2,189 | 842 | \$23,102 | 20 | 0.79 | 0 | 0 | 1 | 0.95 | 0.16 |
| 63043 | Hazelmood | 23, 634 | 8,984 | \$44,015 | 363 | 1.33 | 9 | 0.44 | 6 | 0.53 | -0.8 |
| 65079 | Sunriee Beach | 4.400 | 1,997 | \$22,350 | 27 | 0.53 | 2 | 0.53 | 2 | 0.94 | 0.41 |
| 65355 | wareav | 7.170 | 3,160 | \$24,072 | 46 | 0.56 | 0 | 0 | 2 | 0.58 | 0.02 |
| 64081 | Lees sumait | 9,639 | 4,393 | \$31,582 | 202 | 1.82 | 15 | 1.8 | 4 | 0.86 | -0.96 |
| 64111 | manasa City | 15,902 | 9, 220 | \$21,851 | 215 | 1.27 | 16 | 1.16 | 11 | 1.44 | 0.27 |
| 65401 | Rolla | 24.047 | 8,404 | \$30.493 | 401 | 1.45 | 30 | 1.44 | 9 | 0.78 | -0.67 |
| 63555 | Memphis | 3,473 | 1.404 | \$22,828 | 34 | 0.85 | , | 1.33 | 3 | 1.79 | 0.94 |
| 63038 | Glencoe | 4. 711 | 1,598 | \$43.091 | 104 | 1.92 | 1 | 0.25 | 5 | 2.2 | 0.28 |
| 63044 | hazelwood | 18,827 | 6,892 | \$42,083 | 244 | 1.13 | 13 | 0.8 | 4 | 0.44 | -0.69 |
| 63055 | Labadie | 1,183 | 396 | \$36,420 | 14 | 1.03 | 1 | 0.98 | 0 | 0 | -1.03 |
| 65069 | Rhineland | 1,176 | 440 | \$27.364 | 5 | 0.37 | 0 | 0 | 1 | 1.76 | 1.39 |
| 63026 | Fenton | 20,749 | 7,185 | \$36.510 | 348 | 1.46 | 7 | 0.39 | 5 | 0.5 | -0.96 |
| 64701 | Harriconville | 9,601 | 3.666 | \$33,889 | 149 | 1.35 | 12 | 1.44 | 4 | 0.86 | -0.49 |

Public Pub tickets Family Total Total fans tickets Sold College bB College FBPro football<br>Match

Interest
Read Sports read sporta in Nawspaper Illustrated

| 63348 | For1stell | 10 | 1.41 | 0 | 10 | 1.4 | 2 | 0.86 | 0.93 | 1 | 1.08 | 0.84 | 0.84 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 66220 | Shavmee Misaion, rs | 4 | 1.12 | 0 | 4 | 1.4 | 1 | 1.27 | 1.29 | 1.18 | 0.94 | 1.15 | 1.09 |
| 63128 | saint Louls | 62 | 1.38 | 1 | 63 | 1.39 | 20 | 1.1 | 1.17 | 1.13 | 0.92 | 1.12 | 1.03 |
| 63146 | saint Loula | 68 | 1.38 | 1 | 69 | 1.39 | 22 | 1.13 | 1.23 | 1.19 | 0.96 | 1.06 | 1.1 |
| 65230 | Armatrong | 2 | 1.41 | 0 | 2 | 1.39 | 1 | 1.07 | 0.93 | 0.93 | 1.04 | 0.78 | 0.68 |
| 66208 | Shamee Misaion, $x$ S | 58 | 1.38 | 0 | 58 | 1.37 | 17 | 1.15 | 1.19 | 1.16 | 0.98 | 1.24 | 1.25 |
| 63334 | Bowling Grean | 12 | 1.35 | 0 | 12 | 1.34 | 5 | 1.1 | 1.01 | 0.98 | 1.03 | 0.88 | 0.8 |
| 65708 | Monett | 13 | 1.36 | 0 | 13 | 1.34 | 5 | 1.04 | 1.03 | 0.93 | 0.97 | 0.7 | 0.78 |
| 63367 | - Fallon | 1 | 1.31 | 0 | 8 | 1.29 | 3 | 1.17 | 1.18 | 1.15 | 1.01 | 1.13 | 1.05 |
| 65331 | Sveet Springs | 4 | 1.29 | 0 | 4 | 1.28 | 2 | 0.99 | 1.07 | 0.98 | 0.99 | 0.65 | 0.82 |
| 63379 | Troy | 12 | 1.28 | 0 | 12 | 1.27 | 5 | 1.07 | 1.02 | 0.93 | 0.97 | 0.76 | 0.78 |
| 63472 | Mayland | 2 | 1.28 | 0 | 2 | 1.27 | 1 | 0.93 | 0.96 | 0.62 | 0.96 | 0.54 | 0.67 |
| 64112 | Kaname city | 22 | 1.27 | 0 | 22 | 1.26 | 8 | 0.95 | 0.98 | 1.08 | 0.95 | 1.08 | 1. |
| 63004 | Union | 18 | 1.24 | 0 | 18 | 1.23 | * | 1.01 | 1.1 | 1.05 | 1.06 | 0.82 | 1.01 |
| 63537 | edina | 4 | 1.23 | 0 | 4 | 1.22 | 2 | 1.07 | 0.94 | 0.93 | 1.02 | 0.81 | 0.12 |
| 64019 | Centerview | 4 | 1.22 | 0 | 4 | 1.21 | 1 | 1.12 | 1.03 | 0.93 | 1.04 | 0.77 | 0.69 |
| 65011 | Barnett | 2 | 1.2 | 0 | 2 | 1.19 | 1 | 1.06 | 1.01 | 1 | 1.09 | 0.81 | 0.72 |
| 63650 | Ironton | 8 | 1.19 | 0 | 1 | 1.18 | 2 | 1.03 | 1 | 0.92 | 0.97 | 0.75 | 0.79 |
| 63345 | Farber | 2 | 1.17 | 0 | 2 | 1.16 | 1 | 0.64 | 0.75 | 0.82 | 0.99 | 0.1 | 0.57 |
| 64114 | Kaneas City | so | 1.14 | 0 | 50 | 1.16 | 18 | 0.95 | 1.08 | 1.13 | 0.93 | 0.99 | 0.94 |
| 64683 | Trenton | 16 | 1.18 | 0 | 16 | 1.16 | 4 | 1.05 | 0.95 | 0.19 | 1.03 | 0.77 | 0.69 |
| 65775 | Weat plaine | 29 | 1.17 | 0 | 29 | 1.16 | , | 1.09 | 1 | 0.88 | 1.02 | 0.76 | 0.69 |
| 64735 | cilnton | 23 | 1.15 | 0 | 23 | 1.14 | 7 | 1.11 | 1.02 | 0.96 | 1.01 | 0.86 | 0.79 |
| 63117 | saint Louls | 20 | 1.13 | 0 | 20 | 1.12 | 6 | 1.03 | 1.06 | 1.06 | 1.02 | 1.15 | 1.19 |
| 64739 | Lamar | 14 | 2.13 | 0 | 14 | 1.12 | 6 | 1.06 | 1 | 0.96 | 1.02 | 0.79 | 0.77 |
| 65263 | Madison | 4 | 1.12 | 0 | 4 | 1.11 | 2 | 1.08 | 0.9 | 0.12 | 0.98 | 0.72 | 0.61 |
| 63043 | Hazelwood | 43 | 1.12 | 0 | 43 | 1.1 | 9 | 1.17 | 1.21 | 1.15 | 1.09 | 1.27 | 1.29 |
| 65079 | Sunrise Beach | 1 | 1.12 | 0 | 1 | 1.1 | 2 | 1.11 | 1.02 | 0.97 | 1.02 | 0.88 | 0.61 |
| 65353 | Maranw | 12 | 1.03 | 1 | 13 | 1.1 | 6 | 1.07 | 1.02 | 0.88 | 1 | 0.73 | 0.71 |
| 64081 | Lees sumait | 17 | 1.08 | 0 | 17 | 1.07 | 6 | 1.03 | 1.1 | 1.15 | 0.98 | 1.04 | 0.99 |
| 64111 | Ranase city | 28 | 1.08 | 0 | 28 | 1.07 | 11 | 0.82 | 0.78 | 0.94 | 0.91 | 1.01 | 1.05 |
| 65401 | Rolla | 42 | 1.07 | 0 | 42 | 1.06 | 14 | 1.05 | 1.05 | 1.01 | 1 | 0.8 | 0.87 |
| 63555 | Merphis | 6 | 1.06 | 0 | 6 | 1.05 | 3 | 1.09 | 0.98 | 0.92 | 1 | 0.84 | 0.76 |
| 63038 | Glencoe | 1 | 1.04 | 0 | $\stackrel{1}{ }$ | 1.03 | 4 | 1.28 | 1.3 | 1.11 | 0.93 | 1.14 | 1.08 |
| 63044 | Hazelwcod | 32 | 1.04 | 0 | 32 | 1.03 | 11 | 0.99 | 1.03 | 1.08 | 0.96 | 1.02 | 0.99 |
| 63053 | labadie | 2 | 1.04 | 0 | 2 | 1.03 | 1 | 0.95 | 1.04 | 1.04 | 1.09 | 0.8 | 0.88 |
| 63059 | Rhineland | 2 | 1.04 | 0 | 2 | 1.03 | 1 | 1.14 | 1.02 | 0.18 | 1.01 | 0.75 | 0.67 |
| 63026 | Fenton | 35 | 1.03 | 0 | 35 | 1.02 | 10 | 1.07 | 1.1 | 1.09 | 1.04 | 0.94 | 1.04 |
| 64701 | Hatrieonville | 16 | 1.02 | 0 | 16 | 1.01 | 5 | 0.94 | 0.97 | 0.98 | 1.03 | 0.81 |  |

Total population = 1,407,057
Total household - 549, 72
Avorage Household Incone $=\$ 31,340$
Average Household Incone - $\$ 31,340$
University of missouri Graduates - 40,905
University of Missouri Graduates - 40,905
Oniversity of missouri Attendees - 3.487
Oniversity of Miseouri Attende
Total athletic Donors - 2,420
Athletic Donors ve Graduates (PC) -1.68

| Beat Served Index Averages : | 1.06 | 1.02 | 0.98 | 1.01 | 0.85 | 0.83 |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- |

Index Average Equals 1.00

Sources: Claritas Corporation, University of Missouri, Strategic Mapping
Jay Philip Heermann
Candidate for the Degree of
Master of Science
$\begin{array}{ll}\text { Thesis: } & \text { THE DEVELOPMENT OF TARGET MARKETS FOR THE } \\ & \text { UNIVERSITY OF MISSOURI FOOTBALL PROGRAM: A } \\ & \text { GEOGRAPHIC ANALYSIS }\end{array}$

Major Field: Geography
Biographical:
Personal Data: Born in Sweet Springs, Missouri, November 7, 1967, the son of Ralph and Phyllis Heermann.

Education: Graduated from Sweet Springs High School, Sweet Springs, Missouri, in May 1986; received Bachelor of Science Degree from Northwest Missouri State University, Maryville, Missouri, in May 1991; completed requirements for the Master of Science degree at Oklahoma State University in July, 1993.

Professional Experience: Research Assistant, Department of Geography, oklahoma State University, August, 1991 to July, 1993.


[^0]:    Source: Missouri Football Media Guide

