

Gameday U; A Gameday Operations Application Business Plan

by

Todd E. McIntyre

Final Project

Presented to the Faculty of the Graduate School of

Saint Mary-of-the-Woods College

in Partial Fulfillment

of the Requirements

for the Degree of

Master of Leadership Development

Saint Mary-of-the-Woods College

Saturday, February 15, 2020

Saint Mary-of-the-Woods College

Graduate Program in Leadership Development

Date: Saturday, February 15th, 2020

We hereby recommend that the Final Project submitted by Todd E. McIntyre

Entitled: **Gameday U; A Gameday Operations Application Business Plan**

Be accepted in partial fulfillment of the requirements for the degree of Master of Leadership Development.

Advisory Committee:

Jennie Mitchell, Ph.D.



Lamprini Pantazi, Ph.D.



We certify that in this Final Project all research involving human subjects complies with the Policies and Procedures for Research involving Human Subjects, Saint Mary-of-the-Woods College, Saint Mary-of-the-Woods, Indiana 4787

Table of Contents

Executive Summary	6
Background	7
Mission and Vision	12
The 'Why'	14
The 'How'	14
The 'What'	14
Objectives	15
Situational Analysis	16
Environmental Analysis	16
Product Situation	17
Competitive Analysis	19
Competitive Mapping	20
SWOT Analysis	24
Strengths – S	24
Weaknesses – W	25
Opportunity – O	26
Threats – T	27
Market Analysis	30
Creating a Market Segment	30
Market Segmentation	32
Target Market	33

Marketing Plan	35
Sales and Marketing Objectives	35
Promotion	36
Logo and Branding	36
Website	38
Social Media	38
Print Advertisement	39
Operating Plan	40
Property	40
Management Plan	40
Owner/CEO	41
Customer Service Plan	41
Designers	42
Financial Plan	43
Sales, Revenue Forecast	43
Expenses by Month	44
Break Even Analysis	44
P & L Statement	45
P & L Statement (with Money Detail)	48
Projected Balance Sheet	49
Projected Balance Sheet (with Money Detail)	50
Projected Cash Flow Statement	52

Projected Cash Flow Statement (with Money Detail)	53
Conclusion	54
References	56
Dedication Page	61

Executive Summary

GameDay U is an iOS, Android, and web-based application developed for athletic administrators that offer easy access to every gameday operation support a department could possibly need. Including scheduling the event staff to PA announcer resources, to promotional ideas/giveaways and media guide templates, the GameDay U app has everything covered. With pre-designed templates, all an administrator must maintain is the institution's information and then they can sit back and watch the app do the work. Gameday U will be created by a software called XCode and Swift which will help create the application. With support from both the Swift and XCode package, it will allow a designer to share code among all of the apps (iOS, Android, and web-based) created by the community (Apple, Inc., 2019).

The application was invented by the author Todd E. McIntyre because of his experience in small college environments, Thus, he has witnessed the struggle with gameday operations and noticed the issue in other departments. GamedayU is specifically designed to help alleviate these problems and the overall stress of hosting athletic events. Based on a three-year estimated financial blueprint, Gameday U will operate in the green by year three and will reach out to national affiliations and conferences for partnerships.

Since small colleges have limited budgets, Gameday U's biggest target market will be these institutions. Helping these departments put on a professional production will generate sales. Additionally, with the applications help, the student-athlete, and fan's overall experience will be affected positively. As of result, gameday operations will be a successful tool to help with the recruiting and retaining of student-athletes. Gameday U will be created by a software

called XCode and Swift which will help create the amazing application and bring the app to life. With support from both the Swift and XCode package, it will allow you to share code among all of your apps or use packages created by the community (Apple, Inc., 2019).

Background

In the United States of America, more than half a million student-athletes will participate in an intercollegiate sport competitively every year. With the constant rising of popularity inside of collegiate athletics, students, families, fans, and alumni, continue to crowd arenas and stadiums to support their team. Millions more tune in to watch the events live through television or a live stream. What is often forgotten is that before the stands fill, before the players take the field and the band begins to play, before the concession stands start serving hot dogs and soda, the gameday operations team is hard at work. For large universities, this is not an issue because in most cases a full array of support is staffed under a Director of Gameday Operations or Athletic Operations Director. For small institutions and high schools, this is a major issue because they cannot afford to pay a gameday operations full-time salary. Thus, the staffing problem makes it difficult for a department to run a clean operation. Because of this, oftentimes, line-ups, the National Anthem, name pronunciations, music, statistics, halftime promotions, and many other things are completely left out of the mix. This is important because no matter what level the student-athletes are competing at, they deserve to have top-notch treatment in regard to their experience. Additionally, the fans deserve to have an amazing experience as well.

With the author's four years of professional experience working in intercollegiate athletics, he has discovered a significant problem with how small college athletic departments operate handling gameday operations. Throughout his time of employment, there has not been an individual in charge of gameday operations in either of the athletic departments he was employed. The job-related responsibilities were split up among those on the staff. With that decision, he has witnessed problems with the outcome and believes there is not a big enough emphasis put on gameday operations.

As discovered, gameday operation is a vast field, in fact, it comes with responsibilities in devising, assembling, and overseeing every athletic event in a facility (Job Position: Gameday Operations, 2017). Gameday operations could entail creating inclement weather policies, emergency response plans, heat management plans, and visiting team guides. An operations expert could also be in charge of managing gameday budgets, ticket sales, coordinating staffing needs, parking passes, assisting the Director of Facilities in the upkeep of the facility, training interns, selecting an appropriate music selection, and scheduling half-time entertainment (Job Position: Gameday Operations, 2017). With no individual in the leadership capacity of the above-listed efforts, it is safe to say there could be many concerns and problems which arise, to say the least.

Athletic departments constantly struggle with gameday operations at the intercollegiate level; limited budgets make it difficult to put on a professional production. The lack of athletic administration, personnel, and budget causes certain areas to get overlooked, critical positions are forgotten, and as a result, the student-athlete and fans' overall experience is affected. Subpar gameday operations can hurt recruiting, the retention of current student-athletes,

coaching turnover rates, and the ability to host home athletic events. Down the line, this can affect the overall higher education retention rates and excitement intercollegiate athletics brings to a campus. If an athletic department accepts average, then it has decided to fail its coaches, student-athletes, fans, and alumni.

The research will view how small colleges are at a disadvantage when they lack resources to invest back within the athletic department. When faced with reality, departments have no choice but to follow the most cost-effective option or they could risk the opportunity of being overtaken by their fierce competitors; the other institutions. All of these areas will be related back to gameday operations and how an application could help bridge the gap of a fan's experience. According to Sport Facility Operations Management: A Global Perspective textbook was written by Eric C. Schwarz, "Successful gameday operations make it easier for coaches to recruit" (Schwarz, 2019). The idea is rooted back to the student-athletes visiting campus and watching the school in which is recruiting them to play if they leave having been impressed, they are 50% more likely to commit to that institution than if they do not like the environment (Schwarz, 2019).

The study aims to determine an alternative method of hiring gameday operations professionals by designing a business plan for an application that all small colleges are able to utilize. Though departments must expand with the growth of student-athlete enrollment on campus and its new athletic offerings, it should not be hinged due to budgetary restriction, nor should the student-athlete experience be phased. Therefore, this study will help invent a cutting edge, user-friendly, and advanced gameday operations application to ensure all

student-athletes receive the same treatment no matter the institution's size or financial backing.

Bradley University's president Gary Roberts said, "We have a subgroup of schools that have turned athletics into professional entertainment," (Reynolds, 2017). Thus, Mr. Roberts is convinced that the current financial structure of intercollegiate athletics is unsustainable. "The money is simply so great that schools who don't earn it won't be able to stay competitive for much longer," according to Mr. Reynolds, (Reynolds, 2017). This directly correlates to small institutions being set up to fail unless there is a more cost-effective option for departments to remain sustainable. An application will not solve every issue, but a well-developed and designed app could redefine the way gameday operations are viewed for all institutions that have difficulty in specific areas. The goal for smaller institutions is to alleviate the places they struggle in and elevate them to a level that can help them gain a competitive advantage versus the opposing schools.

If every area at an athletic event is taken care of appropriately, it ensures the gameday experience will be enjoyable for both the student-athlete and all parties involved. It is not surprising that every athletic department cannot afford to pay a salary for a Director of Gameday Operations because they need this position. Per Sports Management Degree Guide and the Bureau of Labor Statistics, "Gameday operations managers currently employed in the United States earn an average annual salary of \$117,200, which is equivalent to a mean hourly wage of \$56.35," (Job Position: Gameday Operations, 2017).

After careful deliberation, the author decided to come up with the application, Gameday U. Obviously, not everything can be solved by one application but with a well-developed and thought out design, the GameDay U app can change the way gameday operations is viewed for all institutions that have a difficulty in that specific area. For instance, posting a starting five gameday graphic before the tip-off of a women's basketball game. This could be easily forgotten but not with Gameday U. The goal for smaller institutions is not always to fix every little thing but to alleviate the areas they struggle in and elevate them to a level that can help them take the next step. It is all about continuing to grow as a department and create a change of culture.

The utilization of secondary researched will be used while building the application and developing the business plan for GameDay U. Having experience working in small college athletic departments will help give the author the ability to understand how certain areas work and will allow the author to view the research with more understanding and not as much interpretation. The reliability and validity of the research conducted will be from many existing universities and the direct data which correlates with their success and unsuccessful tactics. The goal is not only to prove that small colleges are at a disadvantage but to prove it, apply it, and create the application to fix it.

The basis of the research conducted will view how small colleges are at a disadvantage when they lack resources to invest back into the athletic department. When a small college is faced with the reality that they must find cost-effective options to remain relevant or risk the opportunity of being overtaken by its fierce competitors; the other institutions. This crucial factor could significantly impact recruiting and retention for an intercollegiate athletic

department and make it next to impossible to recruit student-athletes. For example, Saint Mary-of-the-Woods College (SMWC) has had public address announcer problems at live events where recruits were present. The department heard from the coaching staff of that specific team that the recruits were less than impressed with how the college handled its gameday protocol. Thus, the student-athlete the college with doubt in their mind of the institution because of gameday operations.

Mission and Vision

Gameday U's mission and values will be pre-determined by three specific areas, 'why', 'how', and 'what' of its purpose. This idea comes from the Golden Circle Model created by leadership expert Simon Sinek, who gave a remarkable TED Talks about how a system can be successful (Chaffey, 2019). The Golden Circle Model challenges the typical status quo and pushes a company, brand, or entity, to find its purpose for what they want to achieve through their business (Vaijre, 2017). This is the goal of Gameday U, to be different, to seek alternatives, and to help give its consumers a competitive advantage over other institutions.

According to Simon Sinek, the 'why' is probably the most important message (Sinek, 2019). "It basically says that an organization or individual can communicate as this is what inspires others to action," according to Sinek (Sinek, 2019). It is how you communicate your idea and reason for existing and behaving as you do. Sinek's theory is that successfully communicating the passion behind the 'Why' is a way to communicate with the listener's limbic brain (Sinek, 2019). Being able to successfully articulate your 'Why' is a very impactful way to communicate with other humans, define your particular value proposition and inspire them to

act (Vaijre, 2017). Sinek's theory is that communicating 'Why' taps into the part of the listener's brain that influences behavior (Vaijre, 2017). At an organizational level, communicating the 'Why' is the basis of the strong value that will differentiate your identity from others. (Chaffey, 2019).

The organization's 'How' factors might include their strengths or values that they feel differentiate themselves from the competition (Chaffey, 2019). Sinek's view is that 'How' messaging is also able to communicate with the limbic brain - the important part that governs behavior and emotion (Sinek, 2019). But his opinion is that organizations would do better to improve how they articulate their 'Why', in addition to 'How' (Sinek, 2019).

Sinek believes it is fairly easy for any leader or organization to articulate 'What' they do (Sinek, 2019). This can be expressed as the products a company sells or the services it offers. For an individual, it would be their job title. Successful people and organizations express why they do what they do rather than focusing on what they do (Sinek, 2019).

Some might argue the Golden Circle Model only reflects desire or passion. However, passionate leaders and organizations express their commitment and enthusiasm authentically, and this is what inspires its consumers to be the sole purchasers of one product (Sinek, 2019). Other critics argue that Sinek's model implies humans don't use their reason at all when making decisions, which is debatable (Chaffey, 2019).

The 'Why'...

- Enhance the student-athlete, fan, and alumni experience.

- Help save costs for athletic departments.
- Level the playing field between athletic institutions with large financial backings.
- Alleviate stress from the athletic administrators on gamedays.

The 'How'...

- Develop a top-notch application with every tool needed.
- Provide 24/7 support to our consumers.
- Continually create new designs, templates, promotions, and other ideas to keep gameday's fresh and lively

The 'What'...

- Give ultimate access to subscribers to ensure gameday's run smoothly.
- Attend athletic events of the subscribers and supply first-hand feedback.
- Understand Gameday U will adapt to the athletic industry and address any concerns by its users.

Objectives

Gameday U has created objectives that focus on using the S.M.A.R.T technique designed by Peter Drucker's Management by Objectives concept (MindTools, 2017). Each letter within the S.M.A.R.T technique has a meaning, S – Specific, M – Measurable, A – Achievable, R –

Relevant, and T – Time-Bound (MindTools, 2017). The reason the author has designed Gameday U’s objective using this practice is because of the in-depth philosophy each letter truly has. For instance, S – Specific, means the goal should be clear and concise, otherwise you cannot focus all efforts to achieve it (Eby, 2017). M – Measurable, to have measurable goals give one the ability to track its progress and stay motivated (Eby, 2017). Reviewing progress helps one stay focused, meet deadlines, and feel the excitement of achieving a goal (Eby, 2017). A – Achievable, it must be realistic and attainable in order to be successful (Eby, 2017). In other words, it should stretch your abilities but still remain possible. R – Relevant, this ensures the goal matters, and that it aligns with the mission and values (Eby, 2017). T – Time-Bound, each objective must have a target date, if there is a deadline to focus on, there is always something to work for towards (Eby, 2017). Thus, developing short-term and long-term goals for a company or product. As Bill Copeland once said, “The trouble with not having a goal is that you can spend your life running up and down the field and never score,” (Copeland, 2015).

Gameday U’s objectives are as follows:

- Design a personalized, innovative, and user-friendly application
- Launch the product BETA and allow a free demo period to work through glitches
- Sell to 150+ institutions (year one) with multi-year contracts (EFT)
- Seek opportunities with the NCAA, NAIA, and USCAA, along with conferences and larger high schools to increase revenue
- Work towards 100% customer satisfaction guaranteed
- Maintain Gameday U employees, keep them happy with their employment, less than 90% turnover rate in the first five years.

Gameday U's primary goal is to reach these objectives by year two of operation. The implementation will begin with successfully managing all budgets and financials, hiring the proper employees, marketing its application, and reaching sales through events that will focus on the Gameday U app. To keep track of the financial pieces, Gameday U will monitor all financial sides of sales through the application itself. Monthly, quarterly, and annual financial analysis of revenue, sales, and expenses will be reviewed which will help determine the success or lack thereof for sales. Gameday U will also conduct surveys to its consumers, to measure the customer satisfaction of the institutions using the product. Along with surveying the employees to make sure its turnover rate remains effective. Opportunity with the large intercollegiate affiliations will be managed by the author and owner of Gameday U and will be looked at separately.

Situational Analysis

Environmental Situation

The Gameday U application's existence is possible because of the popularity inside of intercollegiate athletics. The industry is booming like never before, especially from the gameday operations perspective. Currently, the college gameday experience is far superior to the professional leagues (BitEdge, 2019). With games held on college campuses all over America, it is vital for institutions to host professional-like events. Also, there is a ton of tradition and emotion tied to college athletics. For instance, tailgating parties before and after the game, or wearing your team's gear, or favorite player, sitting in the student section and much more (BitEdge, 2019). The loyalty with the fans is multidirectional and generational (BitEdge, 2019). Further evidence of the greater loyalty in college sports is that coaches and key

non-playing personnel stay in their jobs longer than in pro sports (BitEdge, 2019). College sports have been around for longer than the pro leagues so there are older and deeper rivalries (Branch, 2019). Rivalries are also more localized due to many colleges being in smaller cities that don't have pro sports franchises (Branch, 2019). It is very similar to the author's experience at Saint Mary-of-the-Woods College when they compete against Rose-Hulman Institute of Technology where, people show up, cheer, and they're that much more of an emphasis put on the contest. It is because of these scenarios listed that the Gameday U app is needed by institutions to create the perfect gameday environment.

Product Situation

Gameday U will be designed by the best to bring its users an unbelievable application to fill every need an institution could see in small college athletics. For example, struggling to find event workers, use the scheduling feature. Having an issue growing on social media, utilize the graphic generator. Often times, gameday operations is an area where application providers cut corners and do not thoroughly design the product from within. It may have all of the bells and whistles when it comes to aesthetics, but the actual internal design is not built for longevity. According to Fuel Journals, "There's a lot of money in apps. Billions of dollars. But most of it is earned by a certain type of app; many others make no money at all," (Charuza, 2019). After heavy research, it is almost impossible to put a single figure on how much revenue a top 200 application brings in, but it is estimated to be around \$82,500 daily (Saxena, 2019). The top 800 applications on average bring in \$22,500 daily, while entertainment apps make around \$3,090 daily (Saxena, 2019).

iOS and Android apps are very different; thus, the app development process is unique. As a result, the most important decision an app inventor will make is which design platform to utilize. Being able to choose the right tech stack for your product is the epitome of building a successful application. Both the Swift and XCode are backed by the most influential tech company in the world, while they both have become the dominant language for app development and beyond (AltextSoft, 2019).

According to G2, Business of Apps, The Verge, Stack Share, all extremely reputable application forums and review sites, with over 1000 reviews, the apps have a 4.3 star combined which put them as a top choice for new apps. A user from G2 said, "XCode is a free platform to develop iOS software. XCode has a great UI and tutorials to help you get started. The ability to simulate iPhones and iPads when designing an app or testing how it would look on this app is very helpful. The XCode debugging software is very good and very helpful at times. The UI creator is very neat and helpful when working on the early stages of a project. Auto-completion of code works great," (G2, 2017). Another user from the Business of Apps said, "Swift and XCode naturally, support any feature or technology currently available on iOS and iPhone, for which it makes native apps. It is an extremely powerful tool; it allows for a GUI as well as coding to build all of your apps. It is the original tool to build apps for launching on Apple products," (Business of App, 2018). The Verge website believes both of these applications will soon be the epitome of app designing and trust they will overtake all other developers (Miller, 2018).

XCode and Swift offer a magnitude of gadgets that will separate it from a traditional app. After a ton of research, it is safe to say the author's choice to go with XCode and Swift will likely be highly effective for the type of application being designed.

Here are a few of the features:

- Source Editing
- Asset Catalogs
- Assistant Editors
- Version Editors
- Interface Builders
- Complete Documentation
- Quick Help
- Compilers
- Intergrade Built Systems
- Static Analysis Tools
- Continuous Integration Maps
- Graphic Debugging

Competitive Analysis

Performing a competitive analysis will help identify and investigate Gameday U's direct and indirect competitors by viewing its strengths and weakness. Competitive mapping will be utilized to decide which competitors are actually opposition because it is a very simple exercise. Depending on a company's needs, it can be in-depth as an individual would like but this tool will be used to see how the competition stacks up against Gameday U. After determination of the strengths and weaknesses, Gameday U can use this exact knowledge to help provide a better service based on the gaps you have identified (In the Bag, 2017).

Here is the process which will be used:

- Select competitors
- Determine an area to review
- Find gaps in the competition
- Counteract the gaps
- Complete the diagram
- Succeed

Competitive Mapping

The approach for competitive mapping will be determined by two unique factors: the star rating system and customer reviews. Star rating systems can be found in multiple areas,

hotels, apps, eateries, and even fitness facilities, while it is a very common grading system throughout the U.S. The idea was originated by Forbes in the early 1950s and was typically used for hotels which helped give travelers an idea on how nice the accommodations were that were provided (LaRock, 2018). Since that time period, other systems have picked up the exact rating scale and gauged it towards their reviews. Universally, it has become a grading scale used across the world (LaRock, 2018). Though many countries have other rating systems, this is one that is used in almost every economy driven market (LaRock, 2018). The author decided to use this scale because customers typically provide ratings and reviews on the iTunes App Store. This gives apps great feedback on the customer's overall experience with the application and aides others to figure out if they want to give an app a try. Every application in the app store has the opportunity to ask for ratings and respond to any type of customer review (good or bad).

The following criteria are used for each star rating:

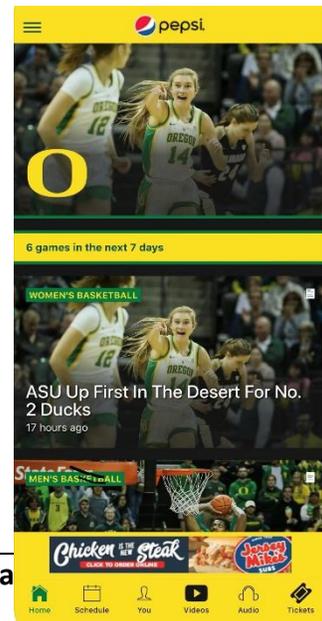
- One-Star: Zero customer satisfaction
- Two-Star: Minimal customer satisfaction
- Three-Star: Average customer satisfaction
- Four-Star: Overall customer satisfaction
- Five-Star: Complete customer satisfaction

The second determining factor for competitive mapping will be customer reviews. These are always extremely unique because apps will receive a wide variety of reviews from multiple different sources. It is then up to the app designer to determine which reviews are valid and worth changing to help with their customer satisfaction ratings. However, with every review,

there must be a one, two, three, four, or five-star given. Thus, it makes the rating system applicable to the competitive map diagram.

The initial competitive map is based on the customer review rating, which is determined by customer satisfaction. It is viewing the UA-Gameday application which was invented by the University of Alabama to help with the gameday experience while visiting the institution. For example, on the application, you can find traffic information, social media updates, schedule of events, maps of the venue, parking information, concession pricing, etc. Their idea is to “know before you go” which alleviates the hassle to be unprepared during an athletic event. However, there are multiple troubling reviews that prove that there are areas that can be improved.

Many reviewers complained about an issue that they ran into and the fact that their customer service submission was not intended to.



<p>I don't like/have noticed... (UA-Game</p>	<p>da</p>
<p>“The app always has so many updates, e time I go to use it, I can't access it because it needs to update. This gets really annoying” (App Store, 2018).</p>	<p>n updates and understand bugs need to be fixed in the beginning stages of promotion/design.</p>
<p>“From my older device, the app seems to run slower than usual. The loading times for specific pages vary and not always do they load” (App Store, 2018).</p>	<p>Ensure the application is compatible with older iOS and Android systems.</p>

“If my data connection drops the application does not work” (App Store, 2018).	All the option of offline downloads. Thus, when an application is online it downloads everything needed to run intuitively.
“The UA app always boots me out and makes me restart. I’ve contacted customer service but have not heard anything back” (App Store, 2018).	Answer all questions, concerns, errors, submitted by consumers in quality time. Also, have an online customer service chat available and 24/7 help hotline.
I do like it... (UA-Gameday)	Gameday U will do this...
“All the information is right at your fingertips. Easy to find and easy to understand” (App Store, 2018).	Ensure application design is user-friendly and consumers have an easy way of maneuvering with the available features.
“This app makes it so easy to find parking for each game! I haven’t used it for anything else, but I am very happy with what I use it for” (App Store, 2018).	Include a parking section on the application which allows users to utilize a feature to find the best places to park at a venue and alleviate any unwanted stress.
“UA-Gameday is perfect for making it easy for my entire family to attend the games. I trust that I will get the most up-to-date news and will be in the know” (App Store, 2018).	Make users feel comfortable enough to bring their families to contests based on the use of Gameday U. This is huge because of this one of the target markets.
“The app is a perfect run off of the University of Alabama. It’s designed just like a regular college athletic app and it doesn’t feel like you are running on something different” (App Store, 2018).	Gameday U will allow a customizable feature so that colleges can call it their own. Color codes, logos, etc., all can be customized to show school pride.

Figure 1: Rating and Reviews with UA-Gameday. This figure is a competitive map put together by ratings (App Store, 2018).

Based on Figure 1, comparing the UA-Gameday application with Gameday U, it is clear a well-integrated app can be successful including a variety of useful components. Applications who serve as direct competitors will be larger universities and not necessarily the target market of Gameday U. Thus, it is likely Gameday U will be successful according to its customer reviews.

The second competitive map will look closely at the Go Ducks Gameday app. This app is produced by the University of Oregon and serves as the gameday go-to for all ducks’ fans. It is very similar to the UA-Gameday app by the University of Alabama.

I don't like/have noticed them... (Go Ducks Gameday)	Gameday U will do this...
"My tickets are released 4 hours prior to the game and sometimes my tickets won't show up on the application nor can I view any history" (App Store, 2018).	Limit application updates and know that all bugs must be fixed in the beginning stages of promotion/design.
"The iPhone version is great, and I use it all of the time. However, the iPad version needs a lot of work, it won't allow me to view anything horizontally and distorts the app itself" (App Store, 2018).	Ensure the application is compatible with older iOS and Android systems.
"The app always crashes, never connects to the internet and is a huge waste of time to even try" (App Store, 2018).	All the option of offline downloads. Thus, when an application is online it downloads everything needed to run intuitively.
"This app is terrible. Almost none of the gameday functions work properly. For example, good luck listening to live audio for a game. The app is very hard to navigate too. You have to hunt for things that should be clear and center.	Answer all questions, concerns, errors, submitted by consumers in quality time. Also, have an online customer service chat available e and 24/7 help hotline.
I do like it... (Go Ducks Gameday)	Gameday U will do this...
"It is great to have an app comprehensive to Duck athletics. Everything about this app is great" (App Store, 2018).	Design the app to be fully comprehensive for its features to ensure downloaders are happy with the outcome.
"It is easy to see how much work the developers put into this app. It works great. The layout is perfect, while there is full coverage to every single game and event." (App Store, 2018).	Do not cut corners during the design phases. Consumers know if an app is just thrown together or if time and effort are actually put into it.
"Being an Oregon Alumni of almost 10 years, it is great to be able to follow along with my team and not skip a beat." (App Store, 2018).	Understand having a successful app could bring positivity back to the institutions in which the app is used.
"I've been using this app since I no longer live in the Oregon area and it does the trick. Not being able to attend the games is hard but this app makes it a little bit more bearable." (App Store, 2018).	Gameday U needs to help bridge the gap from the athletic department to the fans in different areas of the U.S and all over the world. Alums are everywhere, it is Gameday U's job to make sure everyone can access everything.

Figure 2: Position of Rating and Reviews with Go Ducks Gameday. This figure is a competitive map put together by ratings (App Store, 2018).

SWOT Analysis

With competitive mapping allowing Gameday U to determine its main competitors and lack thereof, it was a given to put the application through a SWOT Analysis. This is an extremely useful tool because it helps a company evaluate what they do well, where they need to improve, places they can invest, and other businesses who are trying to steal its consumers (Dere, 2017). "SWOT stands for Strengths, Weaknesses, Opportunities, and Threats, and so a SWOT Analysis is a technique for assessing these four aspects of your business" (Dere, 2017). Additionally, you can use a SWOT Analysis to make the most of what a company has and limit the chances of failure (Queensland Business, 2019). Eliminating failure can help save money, time, and additional resources which could set any organization back months or even years.

Strengths (S)

Strengths are what a company does well and the areas that separate business from every other (PESTLEanalysis, 2017). It is all of the advantages and application has over all of its competitors. It could boil down to the way you encourage your employees to grow, a specific product you offer that no one else can, or a mission statement that persuades a consumer to purchase your product (PESTLEanalysis, 2017). "Your strengths are an integral part of your organization, so think about what makes it "tick" (PESTLEanalysis, 2017). Gameday U has various strengths compared to other applicants because of its extremely unique features and components.

Strengths include the ability to give athletic departments everything they need to host a gameday (with the author having been employed at small colleges, this is a place where he is an expert in the field). Including all resources, the scheduling of event staff/PA announcers,

department promotional/giveaway idea and the creation of media guide templates. It gives departments flexibility with their budgets to put what would be spent on a salary towards a Gameday Operations Director to other equipment, staff, a smaller institution might need. Gameday U will help promote the student-athlete experience which will help small colleges increase their student-athletes population, thus, increasing enrollment to the institution as a whole. It will be accessible from mobile devices, or any laptops/desktops, iPads, etc., all 21st century related technology that has a network. Additionally, the 24/7 customer service and consumer-first mentality will keep every party involved with the application happy and encouraged. Each of these areas are strong because they all bring the application a clear advantage over other providers (Dere, 2017).

Weaknesses (W)

Weaknesses are very difficult to pinpoint and often painful to do because you must evaluate the areas you can improve on. Nevertheless, if a company is not honest with itself, then it cannot assess its weakness properly which could hurt the business, product, or company in the future. The idea is to be realistic during the SWOT Analysis and face all unpleasant truths so that down the line there are no surprises. "Weaknesses are inherent features of your organization, so focus on your people, resources, systems, and procedures" (Dere, 2017).

Gameday U has weaknesses and they mainly are the result of the lack of competition. For example, because there are not very many companies to compare the application to, consumers do not have a basis to view as a standard. Gameday U will be forced to become the standard until there is a distinct competition who offers the same exact features. In specific, a large weakness of the application will be the initial design. Though an investment will be made

to design the application, because the author is not an expert in app design, it could cause a problem in the future. Nevertheless, before the application is sent to the design phase, the author will research and screenshot ideas of what he wants the application to look like. This will help the designer understand and get a good idea as to what the creator wants to see. Also, because small colleges are continuing to close, this is limiting the target market for Gameday U every time another institution closes its doors. Another weakness would be the initial stages of sales for Gameday U because its goal is to generate interested in its first year allowing demo versions. Thus, sales might not be as high as expected for other start-up applications.

Opportunities (O)

Opportunities are the chances and abilities of a company to make positive change, but it will not just happen (Dere, 2017). A company must work to secure opportunities in order to claim the benefits of them. Typically, an opportunity will arise, but it will take an individual with a vision to foresee the positive change (Dere, 2017). Not all opportunities have to be large for a company to grow, multiple small changes can turn into something very large over the course of multiple years (Queensland Business, 2019).

Since Gameday U is a brand-new application, it will have multiple growth opportunities in years to come. For example, every technology improvement Apple and Android create, Gameday U will have the chance to use those to its advantage. Additionally, Gameday U will see opportunities with every small college athletic department in the U.S, along with national affiliations (NAIA, NCAA, NJCAA, USCAA, NCCAA). Striking a deal with one of those organizations would encompass all colleges at those levels. Additionally, all institutions who add athletics, Gameday U will target and ensure the app is used by their departments. Also, there is an

opportunity to expand the features of the application with direct website integration. For instance, if Saint Mary-of-the-Woods College (SMWC) used Gameday U, it could integrate the application to smwcpomeroy.com.

Threats (T)

A threat can include anything that could negatively affect your business or company. It could be supply chain problems, technology errors, a random shift in the market, or possibly employee turnover. "It's vital to anticipate threats and to take action against them before you become a victim of them and your growth stalls" (Dere, 2017). It is very important to think about the obstacles one might face as well as going against the market and selling the product. If it is a very watered-down market, then the threat is much higher (PESTLEanalysis, 2017). If a product is elite, then you do not have as much of a threat. Furthermore, it is very important to view what your competitors are doing and if you should be offering what they offer (PESTLEanalysis, 2017). This doesn't mean changing what a company does, but it could mean making adjustments to make your business the go-to.

In Gameday U's situation, the biggest threat is the potential for another application to offer the same features. If this happened, Gameday U would officially have a direct competitor which would serve as a threat. Additional threats would be the realization of the importance of a Director of Gameday Operations. If institutions began investing money into a salary for someone in charge of this area, Gameday U would not be as needed. Other threats would include all issues with technology and networks, if problems occur, it might make updates to fix them. Other might be problems with phishing attacks on the consumer's which could cause a sense of insecurity. Also, a data breach would be a threat since there will be sensitive

information from athletic departments held within Gameday U. If this ended up in the wrong hands, it could very easily cause problems for the athletic department. According to Positive Technologies, “Android applications tend to contain critical vulnerabilities slightly more often than those written for iOS (43% vs. 38%)” (Positive Technology, 2019). However, the overall security level of the application through iOS and Android are about the same (Positive Technology, 2019). While almost a third of all vulnerabilities on the client-side for both platforms are “high-risk ones” (Positive Technology, 2019).

The author ran a SWOT Analysis diagram against the application UA-Gameday, the same app which was utilized in the competitive mapping section. Many of the threats are derived from the larger market UA-Gameday has against Gameday U. They both have pros and cons for the app. However, there are multiple opportunities Gameday U can use that it got the ideas from the University of Alabama. As a result, this would enhance the overall app and help build a strong brand. The following is *Figure 3*:

<p>Strengths:</p> <ul style="list-style-type: none"> - It offers more features and the ability to help a department increase the student-athlete experience. - More built towards athletic administrators vs. the fans. - Working with a customer service driven app, it will increase the chance of happier consumers (limit bad reviews). 	<p>Opportunities:</p> <ul style="list-style-type: none"> - Could capitalize on utilizing a parking feature just like UA-Gameday. - The design could mimic what the UA-Gameday app looks like but then enhance it. - Gameday U would have to hire an information technology specialist to deal with any type of data breaches.
<p>Weaknesses:</p>	<p>Threats:</p>

<ul style="list-style-type: none"> - Gameday U is not owned by a large University with unlimited financial backing. - Not every University will utilize the app to its advantage or be able to with its infrastructure and financial backing. - Gameday U will not be able to accommodate every need of each athletic department. - The startup cost would be a personal investment and could cause a struggle since there is a cap to the financial investment. 	<ul style="list-style-type: none"> - Gameday U will never be as large as the UA-Gameday application because they are completely different markets (NCAA – DI vs. everything else). - Data Breaches, UA-Gameday will have University information technology specialists manage any type of security problem. - UA-Gameday could decide to mimic the Gameday U features which would make the application less “elite”.
--	---

Figure 3: SWOT Analysis vs. UA-Gameday (University of Alabama).

Also, the author ran a SWOT Analysis diagram against all other similar applications to determine Gameday U’s overall application thought process. Though Gameday U does not have a ton of competitors at the moment, other applications have incredible features and utilizing those will help improve the overall concept of Gameday U. It was determined by the author that keeping an open-minded philosophy during application design would be best as technology is constantly changing. Ego is one of the biggest threats to companies and their owners who refuse to change or go the direction the market is telling them to (Chua, 2019). If an application cannot learn to adapt to the new trends, it is likely there could be areas of the business that die. In the end, change is inevitable and as long as people are growing, along with technology, and the businesses around them will too (Chua, 2019). The following is *Figure 4*:

<p>Strengths:</p> <ul style="list-style-type: none"> - The overall concept of the application is not found within any other serviceable apps. - With the app being owned by an individual and not a company, there will be fewer hoops to go through to see changes completed. - The ability to be a big fish in a smaller market, small colleges are always searching for a way to save money. 	<p>Opportunities:</p> <ul style="list-style-type: none"> - Design features will be a huge area for growth. - Trying to determine the best way to reach out to affiliations and institutions to generate interest. - Demo versions, view the way apps let you utilize only a few features before having to purchase the product.
<p>Weaknesses:</p> <ul style="list-style-type: none"> - The lack of designing and encoding experience the owner/CEO will have. - If an institution or user decides to utilize Gameday U but does not use the app properly, this could cause some hesitation among other institutions. 	<p>Threats:</p> <ul style="list-style-type: none"> - Other applications deciding to offer the same services as Gameday U. - The small college’s determining they would still rather go without a gameday operations fix (no Gameday U or Director in this position). - Though it is a threat for every application, phishing scams, data breaches, the lack of network connectivity, could all cause an issue for Gameday U.

Figure 4: SWOT Analysis vs. All related applications.

Market Analysis

Creating a Market Segment

Gameday U’s hope is to utilize behavioral and cognitive strategies in its marketing segmentation process to help aid its own success. Because these two areas complement one another, Gameday U believes it will work successfully. Additionally, Gameday U wants to go above and beyond the typical demographic modifiers. Its goal is to identify the way the market views its application and ensure the market segment is in line with that view. The marketing strategy always goes back to the mission and value statement because this is the reason for the entire application for being. Thus, it will be guided by those values and mission, to help improve

the market segmentation to really determine what Gameday U must do in order to own the market.

Utilizing this approach will force Gameday U to find its niche and use benefits, values and other physiological ties to segment in its strategy. Emotions are one of the biggest reasons for decisions if not, the biggest reason people make a choice. Thus, identifying what it is a college athletic department needs, serving it from an emotional standpoint, then offering a product, will ensure success. The author of *Married to the Brand* believes emotional connectedness is to a brand, store, or product, is the largest reason for success. The author completely agrees as he can think about his weekly grocery trips to the local store. He purchases items that are named brands despite knowing other items are the exact same and cheaper, his dedication and emotional ties to a brand are there. Once developed, these ties are extremely difficult to break and almost impossible to reinvent. "Only emotional connectedness represents the existence -- or the lack -- of a meaningful bond between the brand and the consumer. And yet that brand connection represents the company's most important asset" (McEwen, 2004).

Gameday U's intent is to create emotional connectedness to the application and the bond a customer has to a specific brand will be key. This will be the root of the business and marketing strategy. Since behavioral aspects are incorporated in the market segmentation, demographics that apply to other applications will be emphasized. Though the exact demographics of Gameday U cannot be based on other applications because there are none like it. Gameday U can view the common demographics, and this will allow the app to gain positive insight as to what areas need to be targeted. The cognitive area is vital because the

entire place revolves around being able to connect with the consumers and be able to strengthen Gameday U and make customers remain faithful.

Market Segmentation

Figure 5 is a representation of the market segmentation for the Gameday U application. Its focus is an institutional affiliation, number of athletic teams, number of club sports teams, enrollment numbers, age of athletics at the institution. Additionally, this market segmentation views the behavioral traits of the institutions. Thus, being able to predict the growth an athletic department might be seeing or the lack of futuristic planning. These behavioral characteristics will be the great equalizer during the market segmentation. Not only will behavioral traits be looked at but the cognitive characteristics of athletic departments and institutions, which is connecting the mission and values of Gameday U and finding a place in the institution where it fits. This idea will help build brand loyalty and force athletic departments to always go with Gameday U. The following is the market segmentation:

<p>Athletic Association – A collection of athletic teams, playing competitively against each other at a specific Division (Vocabulary, 2017).</p> <p>Often times, the affiliation is divided into conferences or independent institutions (Vocabulary, 2017).</p>	<p>NCAA – DI NCAA – DII NCAA – DIII NCAA – FCS NAIA – DI NAIA – DII USCAA – DI USCAA – DII NJCAA NCCAA</p>
<p>Total Number of Intercollegiate Athletic Offerings – Each athletic team must follow eligibility requirements for the participation of student-athletes (Vocabulary, 2017).</p>	<p>0 1-4 5-9 10-15 15-19 20+</p>

<p>Total Number of Club Sports Teams – Sports offered at a university that compete competitively with other universities, or colleges but are not by an association (Vocabulary, 2017).</p>	<p>0 1-4 5-9 10+</p>
<p>Undergraduate Enrollment – Undergraduate enrollment are students of universities and colleges: they've graduated from high school and have been accepted to college, but they have not graduated from the institution (Vocabulary, 2017).</p>	<p>100-250 251-475 476-750 751-999 1000-1500 1501-2000 2001-2500 2501-3000 3001-3500 3501-4000 4000+</p>
<p>Total Undergraduate Student-Athletes – Students of the institution who compete at the intercollegiate athletic level and have a spot on a sports team (Vocabulary, 2017).</p>	<p>1-49 50-99 100-151 152-200 201-250 251-300 301-350 351+</p>

Figure 5: Gameday U Market Segmentation. This table reflects the market segmentations that will be considered when determining a target market.

Target Market

As previously mentioned with athletic departments and college institutions, the trend is to remain growing and continually increase enrollment which connects to the market segmentation of Gameday U and its cognitive traits for the consumers. Nevertheless, athletic departments, student-athletes, institutions, all share the same cognitive thought processes which are to grow, learn, and flourish in their field. For the administrators, it is enhancing the student-athlete experience and ensuring that every student-athlete reaches graduation. For the institution, it is continuing to grow enrollment, develop its mission, and change the lives of

those involved at the college. For student-athletes, it is to learn, grow, live in the moment, earning a degree they can take with them and begin a career. Thus, the breakdown of the market segmentation was formed viewing institutions who are likely growing in specific areas more than others. If a university has 25 athletics teams, it is likely not planning to keep adding sports but to enhance the sports they already host on campus. If an athletic department has 84 student-athletes, it is likely planning to grow by adding teams to do so. However, by adding teams, you are allowing more student-athletes to experience your college and have to adjust gameday operations accordingly.

The type of institutions for the target market are NCAA Division I, II, III, NAIA Division I, II, USCAA Division I, II, NCJAA, and NCCAA. Gameday U will seek these partnerships because it is who the application was developed for. Gameday U will highlight all of the features which could help increase enrollment, enhance the student-athlete expertise, save on the athletic operational budget, and much more. These areas will be backed with a free demo to utilize the app and allow the institution to see how helpful it can be to a department. Gameday U will be the answer to institutions who are not financially well off and will alleviate the pressure of athletic directors forced to run a department with a small staff. The author has experienced this first-hand at Saint Mary-of-the-Woods College (SMWC) and because of it, the department loses recruits, students, and money.

Lastly, the target market will have the cognitive desire that matches Gameday U's mission and vision. This will allow the athletic departments to feel close with Gameday U and know they can reach out with questions, concerns, problems, at any time, and Gameday U will answer. Every institution is looking for an answer, it will be Gameday U's job to help lay to rest

all of the issues encounter on gameday and level the playing field of operations. Athletic directors will have a working relationship with a customer service representative at Gameday U because of the direct growth they see from the application. Along with the desire to want the application to develop further to enhance all areas of the department more. If at some point, a consumer no longer needs the application, Gameday U has done its job and help get the institution to the next level. This will be the bond between department, administration, and application Gameday U was searching for.

Marketing Plan

Sales & Marketing Objectives

Gameday U will set the following objectives to help focus its efforts on the marketing plan and ensure it will reach success:

- Design, troubleshoot, launch the Gameday U application (App Store, Google Play Store, web-based platform).
- Secure 50 institutions/athletics departments to try a demo version.
- Meet with Presto Sports, SID Help, and SIDEARM Sports, to determine all gateways of possible partnerships.
- Meet with the NCAA, NAIA, USCAA, NCCAA, and NJCAA, to determine all gateways of possible partnerships.
- Sign 25 institutions to three-year annual contracts after the demo-phase.

In order to meet these objectives, Gameday U will focus its marketing plan on enhancing the application, allowing demo versions, meeting with national affiliations, institutions, and athletic website companies, and providing direct marketing on social media/website. These areas will

be extremely important in order to give Gameday U the competitive advantage and get the application off the ground as a startup application. Additionally, the author will utilize his personal relationship he has discovered working in intercollegiate athletics for the previous four years and connection he has made throughout the athletic industry.

Promotion

As with any start-up business, Gameday U must be efficient with its promotional strategies. It must be aggressive in order to reach its objectives and target the areas it needs to be successful. The areas including the NCAA, NAIA, NSCAA, USCAA, and NCCAA, as well as all institutions in the state of Indiana. Since Gameday U is a newly designed application and the first of its kind, it will be extremely vital to focus on strengthening the brand name. This will work in a direct line with making sure the application during its demo mode is operating properly and consumers are happy. Gameday U will create its brand identity and presence through multiple separate avenues. A typical business might market to a different audience, but Gameday U will gain a competitive advantage in the most cost-efficient way possible. By using the following:

- Logo and Branding Items
- Website
- Social Media
- Advertisement

Logo and Branding

A unique logo is all about making a first impression on your consumer and the impact can make or break the relationship from the very start. "The business of all scales and types

have to compete in their niche markets. Therefore, they need marketing strategies to overcome the hurdles created by rivals. A memorable business logo design becomes a handy tool for business owners for driving customers. A unique logo design is perhaps the most visible element of a business” (Kash, 2019). According to a study conducted by Design Hill, if a business’s goal is to establish a sense of loyalty, the first impression is vital (Kash, 2019). The study showed that 48% of the consumers are more likely to become loyal to a brand when they purchase a product for the first time. Thus, Gameday U must capitalize on the first time's users of its application (Kash, 2019). The first impression is so important just as it is whenever an individual is applying for a new job or meeting their significant other parents for the first time, you can never get a first impression back. Incredible logos can help businesses in their endeavor to create a first and lasting positive impact on the viewers and the target audience (Kash, 2019).

Because of the importance of the logo design and the impact it can have on a company, Gameday U will utilize an outside service to develop the official Gameday U logo. A very popular option is 99designs. This site allows the designer and company to work together on the logo, thus, there is a good dose of feedback from both parties. If designed by 99design, the logo would then become fully Gameday U’s, for use. Additionally, 99design will help will all branding techniques including the following:

- Signage
- Brochures/Pamphlets
- Apparel
- Email Headers
- Posters/Print Design
- Social Media Graphics

To further distinguish the Gameday U brand, it will design t-shirts and place the logo on Yeti tumblers, letterheads, and other non-expensive items. The main reason for doing this is to

give gear to our demo members to allow them to spread the word for Gameday U. Though there is the initial cost of purchase upfront, the long-term results are well worth the initial investment into logoed objects. It is extremely possible a Gameday U application user wears a piece of gear to contest and before you know it, there is a conversation being held about who Gameday U is, what they do, and how would one get involved.

Website

Once the official Gameday U logo is developed, a fully integrated website will be designed for its users and anyone who wants to learn more about the application. The official website (GamedayU.com) will promote Gameday U and give a full detailed explanation of the features it can provide. As the application grows, there will be a long list of an institution on the official website in which Gameday U works with. Thus, it will market the partnered institutions and put the Gameday U name with the college. The Website will be designed by an outside source and fully integrated with the iOS and Android applications. The fully online features will include the following:

- Customized Domain Name
- 24/7 Live Chat/Support
- Google Analytics Plug-In
- Unlimited Cloud Storage Space
- A Full Service/Detail Page
- Inquiry Services (to set up meetings or get more information)
- Aesthetic Appeal

Social Media

A popular business and cable provider conducted a study based on Small Business Technology which determined the following:

- “36% of people surveyed in the study indicated that they might choose not to do business with those small businesses that have no website” (Hughes, 2017).
- “Close to one in five respondents will avoid small businesses that are unresponsive to critical comments about the business” (Hughes, 2017).
- “Millennials know who the owner of a business is, more so than older customers. 73% of people in the 18- to 34-year-old segment want to see a business owner’s photo with the company’s history on its website. 63% of people 55 and older feel that the owner’s photo and company’s story is important” (Newberry, 2018).

Such facts display how vital it is that a company has a solid social media platform and does not decide to cut corners with this free advertisement. Social media will give Gameday U a huge competitive advantage while the author, will run all social media pages, as he has a great deal of experience doing this with his athletic communications background. Gameday U’s plan is to maintain impressively consistent social media presence through Facebook, Twitter, Instagram, and Snapchat, to establish themselves as a well-developed brand. Having such an established social media platform will allow Gameday U to connect with its institutions it is targeting and effectively determine the areas they struggle. Thus, giving the owner/CEO the opportunity to utilize these as talking points in meetings with potential application users/consumers. GameDay U will also utilize other social media services like Hootsuite, and Tweeter, to ensure the social media persona is impressive (Toren, 2017).

Print Advertisement

Moving forward, on top of social media, Gameday U will intentionally use print media to help market the Gameday U application. However, not in the cliché way, most companies

decide to utilize old fashion print media. Gameday U will reach out individually and send personalized messages to institutions after evaluating an athletic department, finding ways the app could improve the department. Then it will frame these suggestions up in a personalized letter to the athletic director. Often times, athletic departments receive a spam mail that most commonly gets thrown away. However, an official letter from the owner/CEO is what Gameday U believes will work as a key.

Operational Plan

Gameday U will see-through the following operational plan to shed light on who will cover the day-to-day operations of the application. It will discuss the positions available within the company for employment, why they are needed, and they plan to hire the perfect fit for the position.

Property

For the first three years to five years, Gameday U will operate out of the owner/CEO's home and from the employee's remote locations. Depending on the business and the need for infrastructure, it may move to a locational spot if need be. The main reason for doing this is because of the cost-saving measure this provides for the business. Additionally, this will allow a flexible work model which gives employees the ability to work their own hours and do it all from their home (Sutton, 2017). Employees will be able to work when they want and from wherever they want (Sutton, 2017). This model is cost-effective and allows businesses to hire great talent from all around the world without location being a reason not to give an offer

Management Plan

To ensure Gameday U is going to be a successful company and application, it must be able to train newly hired employees and meet all the needs of the business. Thus, the following positions will be needed to run the company efficiently:

- Owner/CEO
- Customer Service/Technical Support
- Designer/Code

Until Gameday U can establish a great deal of success, staffing will be kept at the minimal level to reduce the payroll costs.

Owner/CEO

The owner/CEO will serve as the face of Gameday U and will maintain multiple duties throughout the initial phases of the start-up years. Once established and the company is secured with financial backing, he will hire one employee to serve as the Vice President. The following is a full list of the many duties for the owner/CEO:

- Financials (pricing, invoices, contracts, payroll, taxes, etc.).
- Budgeting (accounts receivable/payables, etc.).
- Human Resources (hiring, training, briefing, etc.).
- Business Expansion (meetings with institutions/athletic directors, sponsorship opportunities, involvement with the community, etc.).
- Marketing (social media, print ads, and all other efforts).
- 24/7 Assistance (will provide help with customer service if needed).
- Everything else that comes up in regard to the Gameday U application.

Customer Service Team

The customer service team will handle all incoming questions, concerns, inquiries, in regard to the Gameday U application. These individuals will have extensive knowledge of the application and understand the ins and outs of all mobile devices. The following will be their job requirements within the company:

- 24/7 Assistance (will provide help to customers who call or inquire online with issues, technical problems or questions).
- Reviews/Ratings (will assess the recommendation from customers and reply to all reviews/ratings on the App Store, Google, and the Google Play Store).
- Complaints (will document all complaints and share with the owner/CEO).
- Official Website, App (will manage content and reviews listed on the Gameday U app and GamedayU.com).

Designers

The Gameday U designers will be hired by the owner/CEO and in-charge of everything design and encoding related. These individuals will work closely with the owner/CEO to determine what application, website, and official logo are best for Gameday U. Also, throughout this process, the author will submit screenshots of what he would like the application to look like aesthetically. The following are the job responsibilities for the designers:

- Design (application, website, logo, etc.).
- Encoding (integration with iOS, Android, etc.)

- Continued Support (technology is constantly changing; thus, Gameday U must do the same).
- Assistance/Technical Support (when the customer service team cannot answer or fix a question technology related, it will be turned over to the designers).

Financial Plan

Sales, Revenue Forecast

The following section explores Gameday U's projected sales forecast for the first three years of operation. Obviously, there are multiple assumptions while completing the financial plan and all of these numbers are subject to change. The revenue stream is highly dependent on the total sales Gameday U will make in its first years of operation. The below graph is based on Gameday U tallying 32 sign-ups in year one, 50 in year two, and 100 in year-three. These are running numbers, thus 32 in year one, with the addition of 18 in year two (to equal 50) and 50 contracts in year three (to equal 100). Every sign-up will have a fee of \$250.00 which will be paid upfront. However, because these sign-ups will be three-year contracts, the performance of the application is huge because Gameday U will need colleges to renew their contract.

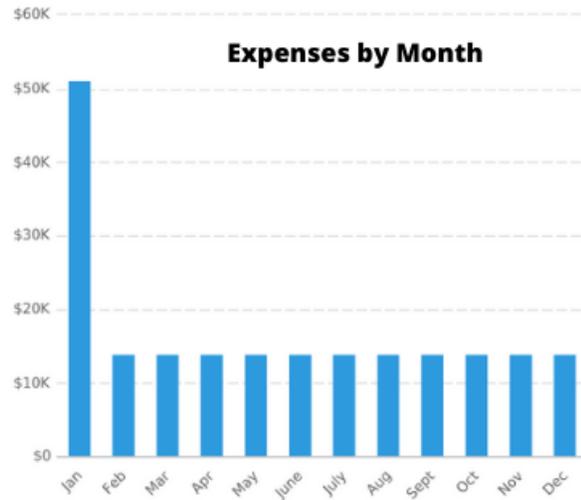


Additionally, Gameday U will seek sponsorships that will help with revenue. Being an application-based platform, there are multiple gateways for the ability to offer companies signage. In year one, Gameday U expects to bring in \$1,1167.00 in revenue, year two \$6,750.00,

and year three \$12,750. The growth rate would go from two to seven, to 12 sponsorships, all at a different cost but an average cost of \$1,000.00 per year on an annual three-year contract.

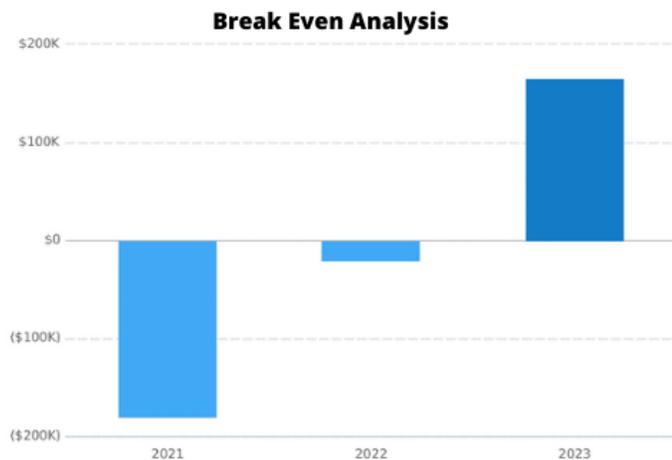
Expenses by Month

The following is a closer look at the expenses by month Gameday U will experience in its first year of operation. As expected, the first month will have heavy costs due to the purchasing of iPads, a company vehicle, cell phones, internet plans, insurance, etc. However, after the first month of large equipment purchases, monthly cost due drop nearly 400% and become much more affordable.



Break-Even Analysis

The break-even point shows that Gameday U will not operate in the green within its first year based on sales. However, projected sales were certainly estimated to be lower in the first three years because the author would rather project fewer sales upfront and hit higher sales down the road versus planning to sell more in the first years and not even remotely come close to those specific forecasts. The cost of Gameday U will be the initial fee of \$250.00 and then \$2200.00 per year for a three-year



deal (only option). These payments will be collected at the beginning of the fiscal year. Looking closer, there is zero indication of Gameday U striking a deal with either the NCAA, NAIA, USCAA, NJCAA, or national conferences, if done, these contracts would be drawn up separately.

Profit & Loss Statement

The following profit and loss statement examine a three-year timeline of Gameday U's revenue, expenses, and gateways of costs. Initially, the expenses will include a cell phone and an internet plan for its four employees. Also, four iPads and HP laptops will be provided to its employees at an estimated total cost of \$7200.00. For marketing, Gameday U will decide to cut costs and allow the author's experience and connections to spread the word about the company. With \$2,400.00 spent on marketing per year, this is a rather small amount of investment in a heavily needed area. For insurance, the company will take out a high-deductible plan hoping that in the first three years they do not have to pay an insurance deductible. This is directly related to high-risk, high rewards, the risk is having a high deductible which in a certain circumstance could close the company. On the other hand, if Gameday U does not have to use insurance, it could save the company money and down the line, they could invest more in this area. For design, the author is estimating full design will cost \$30,000.00 which is on the higher end of design for an application. Of course, office supplies will be needs as well, pens, paper, etc. which will cost around \$500.00 per year. Gameday U saves money in this area because of its technology investment which helps to reduce its carbon footprint as well. For the company vehicle, \$1,020.00 per year was set aside for gas expenses and car maintenance. With having a newer vehicle, Gameday U hopes to utilize the vehicle

Running Head: GAMEDAY U; AN APPLICATION BUSINESS PLAN

warranty if anything were to go wrong. Also, the author will use his own vehicle when he travels, and he will also cover gas costs out of his pocket.

	2021	2022	2023
Revenue	\$23,467	\$149,416	\$337,317
Direct Costs			
Gross Margin	\$23,467	\$149,417	\$337,317
Gross Margin %	100%	100%	100%
Operating Expenses			
Salaries & Wages	\$127,200	\$129,000	\$130,836
Employee Related Expenses	\$25,440	\$25,800	\$26,167
Cell Phone Plan (4)	\$3,000	\$3,000	\$3,000
Internet Plan (4)	\$3,600	\$3,600	\$3,600
iPads (4)	\$2,400		
HP Laptops (4)	\$4,800		
Print Marketing	\$1,200	\$1,200	\$1,200
Social Media Marketing	\$1,200	\$1,200	\$1,200
Gas	\$1,020	\$1,020	\$1,020
Insurance (Car, Liability)	\$3,000	\$3,000	\$3,000
App / Website Design	\$30,000		
Office Supplies	\$480	\$480	\$480
Total Operating Expenses	\$203,340	\$168,300	\$170,503
Operating Income	(\$179,873)	(\$18,884)	\$166,814
Interest Incurred			
Depreciation and Amortization	\$2,800	\$2,800	\$2,800
Gain or Loss from Sale of Assets			
Income Taxes	\$0	\$0	\$0
Total Expenses	\$206,140	\$171,100	\$173,303
Net Profit	(\$182,673)	(\$21,684)	\$164,014
Net Profit / Sales	(778%)	(15%)	49%

Running Head: GAMEDAY U; AN APPLICATION BUSINESS PLAN

Profit and Loss Statement (with money detail)

2021	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21	Sept '21	Oct '21	Nov '21	Dec '21
Total Revenue	\$0	\$0	\$0	\$0	\$0	\$42	\$83	\$1,425	\$2,883	\$4,275	\$5,850	\$8,909
Total Direct Costs												
Gross Margin	\$0	\$0	\$0	\$0	\$0	\$42	\$83	\$1,425	\$2,883	\$4,275	\$5,850	\$8,908
Gross Margin %	0%	0%	0%	0%	0%	100%	100%	100%	100%	100%	100%	100%
Operating Expenses												
Salaries and Wages	\$10,600	\$10,600	\$10,600	\$10,600	\$10,600	\$10,600	\$10,600	\$10,600	\$10,600	\$10,600	\$10,600	\$10,600
Employee Related Expenses	\$2,120	\$2,120	\$2,120	\$2,120	\$2,120	\$2,120	\$2,120	\$2,120	\$2,120	\$2,120	\$2,120	\$2,120
Cell Phone Plan (4)	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250
Internet Plan (4)	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300
iPads (4)	\$2,400											
HP Laptops (4)	\$4,800											
Print Marketing	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Social Media Marketing	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Gas	\$85	\$85	\$85	\$85	\$85	\$85	\$85	\$85	\$85	\$85	\$85	\$85
Insurance (Car, Liability)	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250
App / Website Design	\$30,000											
Office Supplies	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40
Total Operating Expenses	\$51,045	\$13,845	\$13,845	\$13,845	\$13,845	\$13,845	\$13,845	\$13,845	\$13,845	\$13,845	\$13,845	\$13,845
Operating Income	(\$51,045)	(\$13,845)	(\$13,845)	(\$13,845)	(\$13,845)	(\$13,803)	(\$13,762)	(\$12,420)	(\$10,962)	(\$9,570)	(\$7,995)	(\$4,936)
Interest Incurred												
Depreciation and Amortization	\$233	\$234	\$233	\$233	\$234	\$233	\$233	\$234	\$233	\$233	\$234	\$233
Gain or Loss from Sale of Assets												
Income Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$51,278	\$14,079	\$14,078	\$14,078	\$14,079	\$14,078	\$14,078	\$14,079	\$14,078	\$14,078	\$14,079	\$14,078
Net Profit	(\$51,278)	(\$14,079)	(\$14,078)	(\$14,078)	(\$14,079)	(\$14,036)	(\$13,995)	(\$12,654)	(\$11,195)	(\$9,803)	(\$8,228)	(\$5,170)
Net Profit / Sales						(33,688%)	(16,794%)	(888%)	(388%)	(229%)	(141%)	(58%)

Projected Balance Sheet

Looking at the projected balance sheet, the author plans to invest \$150,000.00 of his own money into the start-up. This investment will come from selling his stock shares in Gillette owned by Procter & Gamble Co which was passed down to him by his grandfather. Among his personal savings, and the stock sales, he would easily have more than \$150,000.00 to invest. Depending on the stock market, and when the author decided to begin this company, he may have an upwards amount of \$175,000.00 for the investment. Additionally, a long-term asset of \$28,000 will be carried over from year one to year three. The purchase of a vehicle is not a typical asset because it will depreciate after time, however, a brand-new vehicle will last year when taken care of properly.

Running Head: GAMEDAY U; AN APPLICATION BUSINESS PLAN

	Starting Balances	2021	2022	2023
Cash		\$1,893	\$38,031	\$312,443
Accounts Receivable		\$0	\$0	\$0
Inventory				
Other Current Assets				
Total Current Assets		\$1,893	\$38,031	\$312,443
Long-Term Assets		\$28,000	\$28,000	\$28,000
Accumulated Depreciation		(\$2,800)	(\$5,600)	(\$8,400)
Total Long-Term Assets		\$25,200	\$22,400	\$19,600
Total Assets		\$27,093	\$60,431	\$332,043
Accounts Payable		\$0	\$0	\$0
Income Taxes Payable		\$0	\$0	\$0
Sales Taxes Payable		\$1,333	\$3,371	\$7,386
Short-Term Debt				
Prepaid Revenue	\$0	\$58,433	\$111,417	\$215,000
Total Current Liabilities	\$0	\$59,766	\$114,788	\$222,386
Long-Term Debt				
Long-Term Liabilities				
Total Liabilities	\$0	\$59,766	\$114,788	\$222,386
Paid-In Capital		\$150,000	\$150,000	\$150,000
Retained Earnings	\$0	\$0	(\$182,673)	(\$204,357)
Earnings		(\$182,673)	(\$21,684)	\$164,013
Total Owner's Equity	\$0	(\$32,673)	(\$54,357)	\$109,657
Total Liabilities & Equity	\$0	\$27,093	\$60,431	\$332,043

Running Head: GAMEDAY U; AN APPLICATION BUSINESS PLAN

Project Balance Sheet (with Monthly Detail)

	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21	Sept '21	Oct '21	Nov '21	Dec '21
Starting Balances												
Cash	\$70,955	\$57,110	\$43,265	\$29,420	\$15,575	\$2,233	(\$11,109)	(\$17,004)	(\$17,898)	(\$16,550)	(\$12,336)	\$1,893
Accounts Receivable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventory	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Current Assets	\$70,955	\$57,110	\$43,265	\$29,420	\$15,575	\$2,233	(\$11,109)	(\$17,004)	(\$17,898)	(\$16,550)	(\$12,336)	\$1,893
Long-Term Assets	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000
Accumulated Depreciation	(\$233)	(\$467)	(\$700)	(\$933)	(\$1,167)	(\$1,400)	(\$1,633)	(\$1,867)	(\$2,100)	(\$2,333)	(\$2,567)	(\$2,800)
Total Long-Term Assets	\$27,767	\$27,533	\$27,300	\$27,067	\$26,833	\$26,600	\$26,367	\$26,133	\$25,900	\$25,667	\$25,433	\$25,200
Total Assets	\$98,722	\$84,643	\$70,565	\$56,487	\$42,408	\$28,833	\$15,258	\$9,129	\$8,002	\$9,117	\$13,097	\$27,093
Accounts Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Income Taxes Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales Taxes Payable	\$0	\$0	\$0	\$0	\$0	\$3	\$6	\$106	\$307	\$300	\$709	\$1,333
Short-Term Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Prepaid Revenue	\$0	\$0	\$0	\$0	\$0	\$458	\$875	\$7,300	\$17,167	\$28,092	\$39,892	\$58,433
Total Current Liabilities	\$0	\$0	\$0	\$0	\$0	\$461	\$881	\$7,406	\$17,474	\$28,392	\$40,601	\$59,766
Long-Term Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Long-Term Liabilities	\$0	\$0	\$0	\$0	\$0	\$0						
Total Liabilities	\$0	\$0	\$0	\$0	\$0	\$461	\$881	\$7,406	\$17,474	\$28,392	\$40,601	\$59,766
Paid-In Capital	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Retained Earnings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Earnings	(\$51,278)	(\$65,357)	(\$79,435)	(\$93,513)	(\$107,592)	(\$121,628)	(\$135,623)	(\$148,277)	(\$159,472)	(\$169,275)	(\$177,503)	(\$182,673)
Total Owner's Equity	\$98,722	\$84,643	\$70,565	\$56,487	\$42,408	\$28,372	\$14,377	\$1,723	(\$9,472)	(\$19,275)	(\$27,503)	(\$32,673)
Total Liabilities & Equity	\$0	\$98,722	\$84,643	\$56,487	\$42,408	\$28,833	\$15,258	\$9,129	\$8,002	\$9,117	\$13,097	\$27,093

Running Head: GAMEDAY U; AN APPLICATION BUSINESS PLAN

Projected Cash Flow Statement

Viewing the projected cash flow outline, it is not expected that Gameday U will need more than a personal investment of \$150,000.00. Due to the estimate increasing cash flow each year, it will

	2021	2022	2023
Net Cash Flow from Operations			
Net Profit	(\$182,673)	(\$21,684)	\$164,014
Depreciation & Amortization	\$2,800	\$2,800	\$2,800
Change in Accounts Receivable	\$0	\$0	\$0
Change in Inventory			
Change in Accounts Payable	\$0	\$0	\$0
Change in Income Tax Payable	\$0	\$0	\$0
Change in Sales Tax Payable	\$1,333	\$2,038	\$4,015
Change in Prepaid Revenue	\$58,433	\$52,983	\$103,583
Net Cash Flow from Operations	(\$120,107)	\$36,138	\$274,412
Investing & Financing			
Assets Purchased or Sold	(\$28,000)		
Net Cash from Investing	(\$28,000)		
Investments Received	\$150,000		
Dividends & Distributions			
Change in Short-Term Debt			
Change in Long-Term Debt			
Net Cash from Financing	\$150,000		
Cash at Beginning of Period	\$0	\$1,893	\$38,031
Net Change in Cash	\$1,893	\$36,138	\$274,412
Cash at End of Period	\$1,893	\$38,031	\$312,443

Project Cash Flow Statement (with Money Detail)

2021	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21	Sept '21	Oct '21	Nov '21	Dec '21
Net Cash Flow from Operations												
Net Profit	(\$51,278)	(\$14,079)	(\$14,078)	(\$14,078)	(\$14,079)	(\$14,036)	(\$13,995)	(\$12,654)	(\$11,195)	(\$9,803)	(\$8,228)	(\$5,170)
Depreciation & Amortization	\$233	\$233	\$233	\$233	\$233	\$233	\$233	\$233	\$233	\$233	\$233	\$233
Change in Accounts Receivable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Inventory												
Change in Accounts Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Income Tax Payable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Change in Sales Tax Payable	\$0	\$0	\$0	\$0	\$0	\$3	\$3	\$100	\$201	(\$7)	\$409	\$624
Change in Prepaid Revenue	\$0	\$0	\$0	\$0	\$0	\$458	\$417	\$6,425	\$9,867	\$10,925	\$11,800	\$18,542
Net Cash Flow from Operations	(\$51,045)	(\$13,845)	(\$13,845)	(\$13,845)	(\$13,845)	(\$13,342)	(\$13,342)	(\$5,895)	(\$894)	\$1,348	\$4,214	\$14,229
Investing & Financing												
Assets Purchased or Sold	(\$28,000)											
Net Cash from Investing	(\$28,000)											
Investments Received	\$150,000											
Dividends & Distributions												
Change in Short-Term Debt												
Change in Long-Term Debt												
Net Cash from Financing	\$150,000											
Cash at Beginning of Period	\$0	\$70,955	\$57,110	\$43,265	\$29,420	\$15,575	\$2,233	(\$11,109)	(\$17,004)	(\$17,898)	(\$16,590)	(\$12,336)
Net Change in Cash	\$70,955	(\$13,845)	(\$13,845)	(\$13,845)	(\$13,845)	(\$13,342)	(\$13,342)	(\$5,895)	(\$894)	\$1,348	\$4,214	\$14,229
Cash at End of Period	\$70,955	\$57,110	\$43,265	\$29,420	\$15,575	\$2,233	(\$11,109)	(\$17,004)	(\$17,898)	(\$16,550)	(\$12,336)	\$1,893

Conclusion

Intercollegiate athletics is continually growing while the sports industry is tremendously rewarding for student-athletes, fans, alumni, and every other party involved. Giving young adults the opportunity to continue their education and play a sport they are passionate about has an endless amount of reward. However, institutions all around the United States are at risk of closing due to financial reasons. Athletic success is one common denominator of those institutions that continue to thrive through the financially tough times. Because the root of athletic success is based on recruiting, it is vital for a college to gain a competitive advantage in this area. So, what is the best way to do this from a cost-effective standpoint? Two-words, Gameday U.

The Gameday U application is designed for athletic administrators using iOS, Android, and web-based platforms. The concept is to provide every gameday operation need a department could need and much more! From maintaining a schedule of event staff to promotional tools to help increase gameday attendance. From public address announcements to pre-generated social media graphics to help earn more followers. Gameday U will serve as the cost-effective option for institutions that cannot afford to pay a full salary to a Director of Gameday Operations employee.

Based on project sales over the course of three years, Gameday U could see a large profit during its third year. With the projected number of sales, the author, owner, and CEO could earn his \$150,000.00 investment back in just three years. With sponsorship and the possibility of signing a large contract deal with a national affiliation and or conference, it is possible this money is made back quicker than three years. In addition to these returns,

Gameday U is also serving the greater good by helping institutions who are struggling financially to compete against larger colleges who have a large financial backing. The end result is to level the playing field for intercollegiate athletics when it comes to the student-athlete and fans gameday experience.

References

- AltextSoft. (2019, August 29). The Good and the Bad of Swift Programming Language. Retrieved January 3, 2020, from <https://www.altexsoft.com/blog/engineering/the-good-and-the-bad-of-swift-programming-language/>
- App Store. (2018, August 31). UA - Gameday. Retrieved January 18, 2020, from <https://apps.apple.com/us/app/ua-gameday/id1434590143>
- Apple Inc. (2019, June). Swift. Retrieved January 5, 2020, from <https://developer.apple.com/swift/>
- Apple Inc. (2020, January 25). App Store. Retrieved January 25, 2020, from <https://www.apple.com/ios/app-store/>
- Branch, T. T. (2019, August 30). The Shame of College Sports. Retrieved January 2, 2020, from <https://www.theatlantic.com/magazine/archive/2011/10/the-shame-of-college-sports/308643/>
- BitEdge. (2019, October 18). Why College Sports Is Only Popular in the USA. Retrieved January 2, 2020, from <https://bitedge.com/blog/why-college-sports-is-only-popular-in-the-usa/>
- Business of Apps. (2018, May 19). XCode - Reviews, News and Ratings. Retrieved January 2, 2020, from <https://www.businessofapps.com/marketplace/xcode/>
- Chaffey, D. (2019, November 7). Creating a value proposition with the Golden Circle Model. Retrieved January 1, 2020, from <https://www.smartinsights.com/digital-marketing-strategy/online-value-proposition/start-with-why-creating-a-value-proposition-with-the-golden-circle-model/>

Charuza, P. (2019, September 23). How Much Money Can You Earn with an App in 2019?

Retrieved January 2, 2020, from <https://fueled.com/blog/much-money-can-earn-app/>

Chua, F. (2019, January 28). Fred Chua. Retrieved January 24, 2020, from

<http://customerthink.com/adapt-or-die-the-importance-of-adapting-to-change-in-business>

Copeland, B. (2015). Bill Copeland Quotes. Retrieved January 2, 2020, from

<https://www.brainyquote.com/authors/bill-copeland-quotes>

Dere, B. T. (2017, March 10). SWOT Analysis: – How to Develop a Strategy for Success.

Retrieved January 24, 2020, from

https://www.mindtools.com/pages/article/newTMC_05.html

Eby, K. (2017, February 6). The Essential Guide to Writing S.M.A.R.T. Goals. Retrieved January 2,

2020, from <https://www.smartsheet.com/blog/essential-guide-writing-smart-goals>

G2, (2017, December 17). XCode Reviews & Product Details. Retrieved January 2, 2020, from

<https://www.g2.com/products/xcode/reviews>

Hughes, B. (2017, December 07). Reality Check: Small Businesses Must Be Using Social Media.

Retrieved from https://www.huffpost.com/entry/reality-check-small-busin_b_10263296

In the Bag. (2017, March 17). What Is Competitor Mapping and Why Is It Useful? Retrieved

January 16, 2020, from <http://www.inthebagpr.co.uk/what-is-competitor-mapping-and-why-is-it-useful>

Job Profile: Gameday Operations. (2017, May). Retrieved December 14, 2019, from

<https://www.sports-management-degrees.com/job-profiles/game-operations>

Kash, J. (2019, December 30). Why Business Logo Design Is So Important to Your Organization?

Retrieved January 24, 2020, from <https://www.designhill.com/design-blog/why-business-logo-design-is-so-important-to-your-organization/>

LaRock, H. (2018, June 19). How Are Hotels Star Rated? Retrieved from

<http://traveltips.usatoday.com/hotels-star-rated-21440.html>

McEwen, W. (n.d.). Making Market Segmentation Meaningful. Retrieved from

<https://news.gallup.com/businessjournal/10510/making-market-segmentation-meaningful.aspx>

Miller, P. (2018, March 29). The XCode and Swift cliff: is Apple teaching kids to code, or just about code? Retrieved January 3, 2020, from

<https://www.theverge.com/2018/3/29/17173362/apple-swift-playgrounds-xcode-cliff-ipad-learn-to-code-education>

MindTools, M. T. (2017, March 29). SMART Goals: – How to Make Your Goals Achievable.

Retrieved from <https://www.mindtools.com/pages/article/newl6/1022.htm>.

Myers, S. (2019, April 9). Estimated probability of competing in college athletics. Retrieved

December 14, 2019, from <http://www.ncaa.org/about/resources/research/estimated-probability-competing-college-athletics>

Newberry, C. (2018, June 11). Social Media Advertising 101: How to Get the Most out of Your

Budget. Retrieved from <https://blog.hootsuite.com/social-media-advertising/>

PESTLEanalysis. (2017, October 4). 10 Reasons to Use SWOT Analysis for Your Company.

Retrieved January 24, 2020, from <https://pestleanalysis.com/10-reasons-to-use-swot-analysis-for-your-company/>

Positive Technologies. (2019, September 11). Vulnerabilities and threats in mobile applications,

2019. Retrieved January 24, 2020, from <https://www.ptsecurity.com/ww-en/analytics/mobile-application-security-threats-and-vulnerabilities-2019/>

Queensland Business. (2019, January 2). Uses of SWOT Analysis Retrieved from

<https://www.business.qld.gov.au/starting-business/planning/market-customer-research/swot-analysis/uses>

Reynolds, D. (2017, February 27). The resource gap: How smaller schools are struggling to keep up with college's big boys. Retrieved December 11, 2019, from

<https://www.pjstar.com/sports/20170225/resource-gap-how-smaller-schools-are-struggling-to-keep-up-with-colleges-big-boys>

Rich, S. (2015, November 23). College athletic departments are taking in more money than ever – and spending it just as fast. Retrieved January 5, 2020, from

https://www.washingtonpost.com/sf/sports/wp/2015/11/23/running-up-the-bills/?arc404=true&utm_term=.bb641a4d768f

Salaries on Indeed. (2019, December). Retrieved December 14, 2019, from

<https://www.indeed.com/salaries/Game-Day-Operation-Salaries>.

Saxena, P. (2019, December 31). How Much Money Can You Earn Through an App? Read Here.

Retrieved January 2, 2020, from <https://appinventiv.com/blog/how-much-money-can-you-earn-through-your-mobile-app/>

Schwarz, E. C., Hall, S. A., & Shibli, S. (2019). Sport facility operations management: a global perspective. Abingdon, Oxon: Routledge.

Sinek, S. (2019, June 26). The Golden Circle Presentation. Retrieved January 2, 2020, from

<https://simonsinek.com/commit/the-golden-circle>

Sutton, D. (2017, October 20). 20 Transformational Quotes on Change Management. Retrieved

December 14, 2019, from <https://www.toprightpartners.com/insights/20-transformational-quotes-on-change-management/>

Sutton, S. (2017, September 21). Three Ways to Launch (or Become) a Remote Company.

Retrieved January 25, 2020, from <https://www.entrepreneur.com/article/298869>

Toren, A. (2016). 3 Social Media Marketing Plans for Every Startup Budget. Retrieved April 10,

2018, from <https://www.entrepreneur.com/article/232798>

Vajre, S. (2017, April 30). Simon Sinek's Golden Circle Explained for Marketing and Sales.

Retrieved January 2, 2020, from <https://www.inc.com/sangram-vajre/how-to-use-simon-sineks-golden-circle-for-marketing-and-sales.html>

Vocabulary. (2017). Athletic Association - Dictionary Definition. Retrieved January 23, 2020,

from <https://www.vocabulary.com/dictionary/athleticassociation>

Vocabulary. (2017). Club Sport - Dictionary Definition. Retrieved January 23, 2020, from

<https://www.vocabulary.com/dictionary/clubsport>

Vocabulary. (2017). Intercollegiate Athletics - Dictionary Definition. Retrieved January 23, 2020,

from <https://www.vocabulary.com/dictionary/intercollegiateathletics>

Vocabulary. (2017). Student-Athlete - Dictionary Definition. Retrieved January 23, 2020, from

<https://www.vocabulary.com/dictionary/student-athlete>

Vocabulary. (2017). Undergraduate - Dictionary Definition. Retrieved January 23, 2020, from

<https://www.vocabulary.com/dictionary/undergraduate>

Dedication Page

For my fellow athletic administration colleagues.