“I’m part of the shield, too”: Examining the NFL Game Day Experiences of Female Spectators and Their Influential Patterns

C. Keith Harrison, Ed.D., University of Central Florida
Scott Bukstein, JD, University of Central Florida

Available at: https://works.bepress.com/scott_bukstein/9/
“I’m part of the shield, too”:
Examining the NFL Game Day Experiences of Female Spectators
and Their Influential Patterns

Principal Investigator and Lead Researcher:
Dr. C. Keith Harrison, Associate Professor at University of Central Florida

A report presented by the National Football League
# TABLE OF CONTENTS

Message from NFL Commissioner Roger Goodell ................................................................. 4  
Message from Robert Gulliver, NFL Executive Vice President for Human Resources and Chief Diversity Officer ................................................................. 4  
Message from Troy Vincent, NFL Senior Vice President Player Engagement ....................... 4  
Message from Dr. C. Keith Harrison, Author of the Report .................................................. 4 - 5  
Background of Report and Executive Summary .................................................................. 6 - 8  
Review of Literature ............................................................................................................. 9 - 10  
  • Theory and Practice: The Body of Knowledge (Fan & Spectator Behavior, Purchasing Patterns, and Game Day Experiences) .........................................................  
Methodology and Approach ................................................................................................ 11  
Findings and Results ............................................................................................................ 12 - 25  
Discussion and Conclusions ................................................................................................. 26 - 27  
  • Recommendations and Implications: Possible Innovative Business Solutions  
  • Recommendations for Future Research  
Quotes from Scholars and Practitioners on the Good Business Report (Volume 2) .............. 28  
Bios of Research Team ........................................................................................................ 29  
References ............................................................................................................................ 30 - 31
MESSAGE FROM NFL COMMISSIONER ROGER GOODELL

A significant percentage of our fans are female. They are passionate about our game. More than 70 executives in our office or with our teams are women, leading critical areas including technology, sales, marketing and legal affairs. But there is more work to be done to get us to a fully inclusive environment. Our progress on diversity must be reflected throughout our organization. We want to have the best people in the best possible positions, give everybody the opportunity to excel. We are committed to diversity and inclusion throughout our staff and to better serving our diverse fan base. The future success of our league depends on it.

MESSAGE FROM ROBERT GULLIVER NFL EXECUTIVE VICE PRESIDENT FOR HUMAN RESOURCES AND CHIEF DIVERSITY OFFICER

As we continue to grow the game and reach more and more fans, it’s critical that we understand the perspectives and insights from our many different fan bases. Paying attention to diversity and inclusion is not just the right thing to do, it’s also simply just good for our business.

MESSAGE FROM TROY VINCENT NFL SENIOR VICE PRESIDENT PLAYER ENGAGEMENT

We raised the bar in sports by welcoming women to join us in the NFL experience, and have become the benchmark for leading all leagues in the 21st Century. While accomplishing this, we also have set our sights even higher in taking our game to the next level in being a global leader in Diversity & Inclusion. Diversity in the NFL goes back to our earliest days when Jim Thorpe of Native American ancestry was an original cornerstone player in our League, and that ushered in an attitude of inclusion not only for race, but for gender, religion, sexual orientation, disabilities and age. We embrace the stage as leaders to further our philosophy that females feel they belong as they help fill our stadiums and formulate family entertainment strategies, while many also work in and with the NFL as key contributors. We see them as influencers and an integral part of the NFL landscape. In player engagement, we value their role as mothers, daughters, sisters, wives, and significant others so much that we recently unveiled a new Women’s Engagement section to our website (nflplayerengagement.com/wri). We call it the Women’s Resource Initiative (WRI), and it covers six categories we call Lifestyle, On the Gridiron, Health & Safety, Career, Pearls & Pigskin, and Total Wellness. Additionally, for the first time ever this year, we invited spouses to some of our Player Engagement programs, which proved hugely popular and which we expect to expand. Yet, when we as a league hold up the mirror to ourselves, we know we can do better. We will, and pledge to do so by elevating even further the status of women in both sports and society.

MESSAGE FROM DR. C. KEITH HARRISON, AUTHOR OF THE REPORT

Growing up in the 1970’s and 1980’s, my memories of women challenging the traditional ideologies of male sports in the spirit of inclusion are plentiful. Specifically, my cousin Michelle Mosley was a track star during my elementary school years, but this had little impact on my perceptions of women in sport as elite athletes and/or performing at a level equal to male performers. After beating me easily in a few sprints on our block with our family members witnessing the evidence of a woman beating a man, I had reached the conclusion that my cousin was simply faster and better than me and deserved all the credit that went along with that. She was also passionate about sport, which brings me to the landscape today. When examining the landscape today women are no longer an identity that any major or minor sport organization can ignore. Women must be acknowledged, supported, embraced and finally celebrated as spectators and enthusiasts of sport. The influence of women in the NFL, NBA, MLB, NHL, MLS, and UFC has recently seen numbers ranging from 30 percent to nearly 50 percent of the spectators and fans. As a former football player in a historically male dominated domain it gives me great joy to give women a “voice” so that we can begin to understand them better. This includes their passion for football and the NFL; but also in terms of their lifestyles—how they would like to experience each NFL event that
they attend. While there is empirical evidence in the report about how to assess what women want so to speak, I have one anecdote that illustrates how this report is just the beginning of understanding the influence of women on the NFL brand. Recently, my colleague Scott Bukstein and I led a group of UCF sport business management students at an event to launch EA Sports NFL Madden 25th anniversary with Barry Sanders on the cover. We were also collecting data on those in attendance and one woman walked up with her kids and I asked if she played NFL Madden and she responded: “No, but I buy it for my kids.” The takeaway for those that feel that the NFL is a man’s world should heed the lyrics of the late James Brown: “This is a man’s world but it wouldn’t be nothing — nothing without a woman or a girl.” In the final analysis, read this report and listen to the voices of the many women we collected authentic responses from about their game day experiences. Not only does listening to women educate you about their perspective, but it also has the potential to drive innovative business development based on their feedback. I suggest that all of us that value good business to “woman up” in the 21st Century.
One of the most important identities within one of the world’s most powerful brands, the National Football League (NFL), is the female spectator and influencer. Women represent approximately 45 percent of the NFL fan base and approximately 33 percent of the NFL viewing audience (ESPN Sports Poll, 2011; Nielsen Media Research 2012, Scarborough, 2008). Women also function as a unique influencer of the NFL in terms of product decision making and consumption, game viewership and attendance, brand engagement, brand loyalty, and spectator identity. We know that women watch NFL games on television, are highly represented at NFL games, and purchase NFL merchandise (see ESPN Sports Poll, 2012; Nielsen Media Research, 2012; National Football League, 2013). However, we know much less about what drives and determines the decision making process and consumption patterns of females who are spectators and influencers of the NFL brand. The purpose of the current study and report was to investigate why women (ages 18 and older) decided to attend and made specific decisions at one of four NFL games during the 2012 NFL regular season. The core objective was to learn more about the female decision-making process and overall experiences at NFL games (for example, choices related to watching the game, eating, shopping, and socializing) so that the NFL, individual NFL teams, sponsors, and other stakeholders of the NFL can make more informed strategic business decisions.

Existing sport studies research on female fans and spectators tends to focus on gender differences with respect to attendance at live sporting events, female consumption of live television broadcasts of sport events, gender differences relating to motivations for sport spectatorship, and fan affinity and fan avidity of female sport consumers. Additional targeted, practical and nuanced research is needed on the overall game day experiences of women at NFL games.

The current study attempts to serve as a foundational report for future investigations into the preferences and experiences of females at NFL games. This study contributes to and extends the literature in this area through a qualitative methodological approach focused on eliciting in-depth narrative responses from over 400 women who attended one of four NFL games during the 2012 NFL regular season to learn more about the specific preferences of women spectators with respect to their experience at an NFL game.1 To the best of the researchers’ knowledge, this study is the largest qualitative research study relating to the overall game day experiences of female spectators.

1 The qualitative approach was utilized in this study. Primary researchers solicited written responses from participants. These responses are unique and diverse coming directly from participants’ ideas and thoughts. Although the primary researchers report the number and percentage of the most common answers, this does not mean this is a quantitative study. Primary researchers did not use close-ended items with a pre-determined set of answers like typical quantitative survey studies. The way in which the data is reported can cause one to think it is quantitative. For example, for the following question: Do you feel that there is enough variety/selection for women’s apparel with this team? Many participants answered “yes,” however “yes” is an answer that was written by participants and participants thought of this answer on their own, as this response was not a pre-determined answer that the researchers developed.
at a professional sport event. Unlike previous research that examines fan avidity or fans that identify highly with certain teams, the current study was focused on the experiences and preferences of female spectators regardless of fan affinity or fan avidity. This study hopes to follow the line of inquiry that has suggested that “women’s sports fandom has the potential to transform gender relations, identities and practices in the sporting sphere and beyond” (Mewett & Toffoletti, 2012, p. 10). Some of the major findings of the current study include:

- **Apparel and other merchandise**: Approximately 38% of female spectators who participated in this study indicated that there was not sufficient variety of apparel at the sporting event. Suggestions relating to improving apparel variety included offering NFL and team-branded products such as jewelry, tank tops, dresses and skirts, flip flops, purses and lingerie, in addition to offering a greater selection of jerseys for women and a larger range of apparel sizes. For example, 25.7% of females in this study expressed that they would like to see female fitted t-shirts sold at NFL games, and 12.6% of participants indicated that they would like to see jewelry and other accessories sold at NFL games. Please refer to the case study below in this report for a detailed analysis of female purchases at one NFL game at Sun Life Stadium in Miami.

- **Food and beverage**: Female spectators who participated in this study indicated that fun (33.9%), taste (29%), hunger (23.8%), and health (15.1%) influenced food and beverage purchasing decisions at the game. In terms of suggestions for food and beverage offerings at sporting events, 13.7% of participants expressed interest in stadiums offering additional healthier options and 7.8% of participants expressed interest in vegetarian and gluten free options.

- **Restrooms and cleanliness**: Almost 33% of participants thought that the restrooms at the NFL facility were good/clean, but almost 47% of participants described the restrooms as either adequate (27.7%) or horrible (19%). Participants’ suggestions for improving the perceived cleanliness of restrooms at sporting events included increasing cleaning staff (20.4%), increasing the number of bathrooms to reduce lines (15.9%), increasing the number and improving the quality of sanitary items such as paper towels and hand sanitizers (13%).

- **Tailgating and parking**: Over 60% of participants felt that the tailgating culture at an NFL game is geared equally toward men and women, but 27.5% of participants felt that the tailgating culture is male focused/dominated. In addition, 91.6% of participants explained that they were unaware of any female specific programs offered in terms of tailgating or during the actual game. Overall, participants appeared to be satisfied with the parking situation at the game — 34.6% of participants described parking as great or good, 22.7% described parking as fine/acceptable, and 15.6% felt that parking was too expensive.

- **Decision to attend NFL game**: Over 50% of the female spectator participants indicated that they were attending the NFL game with family and/or friends, and 21.6% of participants indicated that they were attending the game with their husband. In addition, 72% of participants felt that they are valued participants of the NFL (or specific team), whereas 20.4% of participants did not feel valued with respect to their game day experiences. It is important to note that 10.9% of participants explained that NFL teams should attempt to make the overall game day experience more attractive to women.
Data were collected from one NFL team apparel store inside of an NFL stadium on Sunday, December 2, 2012. The research team observed the purchases of women between the hours of 10:30 a.m. and 12:30 p.m.

The following key findings were obtained from analyzing the data collected:

- Total number of women who purchased merchandise = 151
- Number of total items purchased = 264
- Percentage of women's items purchased = 63%
- Percentage of women who purchased multiple items = 53%
- Most frequently purchased item = women's t-shirt (17.5%)
DEFINITION OF FANS AND SPECTATORS

The current study focused on female spectators. There is a distinct difference between a fan and a spectator. According to Wann et al. (2001), “[s]port fans are individuals who are interested in and follow a sport, team, and/or an athlete. Sport spectators (also called sport consumers) are those individuals who actively witness a sporting event in person or through some form of media (radio, television, etc.) . . . it is best to use ‘sport fans’ as a generic term to describe individuals with an abiding interest in sport. Sport spectators is best for descriptions of those persons who actually witness an event” (pages 2-3). Understanding consumers as spectators at sporting events in the form of women and gender dynamics is paramount to contemporary researchers and practitioners (Mullin, Hardy & Sutton, 2007).

THEORY AND PRACTICE: THE BODY OF KNOWLEDGE (FAN & SPECTATOR BEHAVIOR, PURCHASING PATTERNS AND GAME DAY EXPERIENCES)

“[T]here still remains a significant under representation of studies and research on female followers of sport.”

Garry Crawford (2011) in Sports and its female fans

“Even though women have long been sport supporters, female voices and perspectives have been largely ignored in sports fan research and in the wider cultural imagination . . . female sports fandom has the potential to reshape gender relations in the sporting realm and facilitate new understandings and definitions of what it means to be a sports fan.”

SPORT STUDIES RESEARCH ON FEMALE FANS AND FEMALE SPECTATORS

• Existing sport studies research on female fans and spectators tends to focus on gender differences with respect to attendance at live sporting events (see Fink et al., 2002), female consumption of live television broadcasts of sport events (see Clark et al., 2009; Gantz & Wenner, 1995), gender differences relating to motivations for sport spectatorship (see Farrell et al., 2011; James & Ridinger, 2002), and fan affinity and fan avidity of female consumers of sport (see Clark et al., 2009; Dixon, 2002; Wann et al., 2004). Few studies have focused on a qualitative assessment of the overall game day experiences of female fans and spectators (see Balfour, 2012; Greenwell et al., 2002).

• Previous research suggests that females drive household purchase decisions and influence consumer spending on sport products (see Branch, 1995; Clark et al., 2009; Lopiano, 2000). For example, Brennan (2009) explains that “women are the deal breakers . . . [if] the woman doesn’t want it, the man doesn’t get it” (p. 167).

• Previous studies indicate that females tend to view sports as more of a social event and experience to share with family and friends (see Bush et al., 2005; Dietz-Uhler et al., 2000). For example, Armstrong (2001) found that sport events provide female spectators with an entertaining atmosphere that fulfills a social need. Andrew et al. (2009) found that spectators who attended a mixed martial arts event for the crowd experience and to increase their knowledge of the sport were more likely to purchase merchandise.

• Sport marketing and promotion pioneer Bill Veeck was one of the first sport managers to clearly understand that something as simple as cleaning up the women’s restroom could have a direct impact on increasing attendance and improving the game day experience (Veeck & Lynn, 1962). More recently, scholars have also found that female sport spectators rated cleanliness, restrooms, audio experience and service personnel higher than outcome-related variables such as the quality of the core product / team performance (see Greenwell et al., 2002; Trail et al., 2002, 2003).

• A few previous research studies have used a qualitative approach similar to the current study to learn more about the experience of females at sport events. For example, Balfour (2012) examined the experiences of female fans of Major League Baseball (MLB), and found that women felt stereotyped in terms of the assumption that females do not know much about sport; but, women in the Balfour study also felt empowered by those male and female fans that respected their knowledge of the game and presence at the event. Other scholars have examined how women are considered to be “outsiders” and how men establish the social norms present at sport events (see Jones, 2008; Pope, 2010; Pope & Williams, 2011).

• Previous scholars and authors have focused on strategies to market to the female demographic. For example, Brennan (2009) explained that two common mistakes people make when creating products intended for women are: (1) simply creating pink versions of existing products, and (2) trying to market existing products to women without sufficiently adapting them to the specific needs of female consumers.

• In terms of “untapped markets,” Branch (1995) suggests that the ability to connect with the female audience allows sport business leaders to increase profits and allows women to fully participate as respected spectators. The future of sport marketing and customization is key in terms of gender and other demographic factors that have the potential to impact any sport business organization (Sutton, 2012). Since the early to mid 1990s, many traditional masculine sports such as association football, rugby and baseball, have begun to realize the economic benefits of attracting a wider audience of men, children and women (Crawford, 2011; Crawford & Gosling, 2004).

• Female sport spectatorship and consumption “cannot be reduced to a set of fixed characteristics” but should rather be “viewed as a process” (Mewett & Toffoletti, 2012, p. 4). Branch (1995) explained that it is imperative for sport organizations to create a marketing mix of products and services that appeal to a woman’s preferences with respect to quality, price value, feelings, and emotional well being.
METHODOLOGY AND APPROACH

All data were collected during the 2012 NFL regular season. Four different data collections were conducted at two NFL stadiums to investigate the game day experiences of women at NFL games. All participants were female spectators in attendance at one of the four games. Participation was voluntary. No incentives were provided to individuals who participated in the qualitative survey. Each participant was asked to write her individual responses directly on the survey. The sample population based on several domains in the survey ranged from 321 to 423 participants/respondents per domain.

A primary goal of our qualitative research team was to identify themes that emerged from female spectator responses in the hopes of learning more about the overall game day experiences of women at four NFL games. The researchers used a criterion percentage to determine major and minor themes. Responses were determined to be a minor theme of this research study if between 5% and 20% of the female spectator participants provided that response. Responses were determined to be a major theme of this research study if over 20% of the female spectator participants provided that response.

What follows are the data, interpretations of the data, and conclusions with recommendations for best practices based on the findings and results.
FINDINGS AND RESULTS

MERCHANDISE & PRODUCTS

Table 1

Question: Do you feel that there is enough variety / selection for women’s apparel with this team?
Major Themes: Descriptive Percentages of Transcripts (N = 378).

<table>
<thead>
<tr>
<th>MAJOR THEMES</th>
<th>N</th>
<th>%</th>
<th>SAMPLE QUOTES FROM PARTICIPANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>218</td>
<td>57.7%</td>
<td>Yes, apparel for my team.</td>
</tr>
<tr>
<td>No</td>
<td>143</td>
<td>37.8%</td>
<td>No, how about booths for opposite team?</td>
</tr>
</tbody>
</table>

ADDITIONAL PARTICIPANT ANSWERS (LESS THAN 5%)

More Lingerie
Need More Plus Sizes
Need Jewelry
Tank Tops
Need Dresses & Skirts
More Pink
Need More Jerseys

Note: Please keep in mind that participants’ responses ranged from 1 to 4 words covering 1 to 4 separate concepts. Each of the transcripts included several key concepts that coincide with the study’s major and minor themes. Very few participants’ responses exclusively coincided with only one theme, therefore the percentages should not add up to 100% and the N should not equal 378. This table presents the continuum of themes to avoid truncating the major themes.

Is there enough variety of women’s apparel with this team?

- Yes: 57.7%
- No: 37.8%


**MERCHANDISE & PRODUCTS**

**Table 2**

**Question:** What other products / merchandise / apparel would you like to see sold at these games?

**Major & Minor Themes:** Descriptive Percentages of Transcripts (N = 365).

<table>
<thead>
<tr>
<th>MAJOR THEMES</th>
<th>N</th>
<th>%</th>
<th>SAMPLE QUOTES FROM PARTICIPANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female Fitted T-Shirts</td>
<td>94</td>
<td>25.7%</td>
<td></td>
</tr>
<tr>
<td>Nothing</td>
<td>82</td>
<td>22.5%</td>
<td></td>
</tr>
</tbody>
</table>

**MINOR THEME**

| ACCESSORIES/JEWELRY          | 46 | 12.6% |

**ADDITIONAL PARTICIPANT ANSWERS (LESS THAN 5%)**

- Lingerie
- Jackets & Hoodies
- Female Jerseys
- V-Neck Shirts
- Flip Flops
- Purses & Hand Bags
- Intimate Apparel

**Note:** Please keep in mind that participants’ responses ranged from 1 to 4 words covering 1 to 4 separate concepts. Each of the transcripts included several key concepts that coincide with the study’s major and minor themes. Very few participants’ responses exclusively coincided with only one theme, therefore the percentages should not add up to 100% and the N should not equal 365. This table presents the continuum of themes to avoid truncating the major themes.
**MERCHANDISE & PRODUCTS**

**Table 3**

**Question:** How often each year do you purchase NFL products / merchandise / apparel?

**Major & Minor Themes:** Descriptive Percentages of Transcripts (N = 386).

<table>
<thead>
<tr>
<th>MAJOR THEMES</th>
<th>N</th>
<th>%</th>
<th>SAMPLE QUOTES FROM PARTICIPANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Twice A Year</td>
<td>102</td>
<td>26.4%</td>
<td>Two times a year.</td>
</tr>
<tr>
<td>Once A Year</td>
<td>95</td>
<td>24.6%</td>
<td>Rarely, once a year.</td>
</tr>
</tbody>
</table>

**MINOR THEME**

| Never           | 23  | 6.0% |

**ADDITIONAL PARTICIPANT ANSWERS (LESS THAN 5%)**

Weekly

**Note:** Please keep in mind that participants’ responses ranged from 1 to 4 words covering 1 to 4 separate concepts. Each of the transcripts included several key concepts that coincide with the study’s major and minor themes. Very few participants’ responses exclusively coincided with only one theme, therefore the percentages should not add up to 100% and the N should not equal 386. This table presents the continuum of themes to avoid truncating the major themes.
FOOD & BEVERAGE

Table 4

Question: When you are purchasing food / beverage at games, what is your main goal? (Health, taste, hunger, food, etc.)

Major & Minor Themes: Descriptive Percentages of Transcripts (N = 383).

<table>
<thead>
<tr>
<th>MAJOR THEMES</th>
<th>N</th>
<th>%</th>
<th>SAMPLE QUOTES FROM PARTICIPANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fun</td>
<td>130</td>
<td>33.9%</td>
<td>Fun! Drinking it up!</td>
</tr>
<tr>
<td>Taste</td>
<td>111</td>
<td>29.0%</td>
<td>Taste, fun, alcohol.</td>
</tr>
<tr>
<td>Hunger</td>
<td>91</td>
<td>23.8%</td>
<td>Good, don't drink beer — hunger.</td>
</tr>
</tbody>
</table>

Minor Theme

| HEALTH | 58 | 15.1% | Health, but usually not available. I usually take a break from my diet when I come to games. |

Additional Participant Answers (Less Than 5%)

- Never Buy Food, Too Pricey
- Beer/Alcohol
- Hydration/Thirst
- Convenience/Service

Note: Please keep in mind that participants' responses ranged from 1 to 4 words covering 1 to 4 separate concepts. Each of the transcripts included several key concepts that coincide with the study's major and minor themes. Very few participants' responses exclusively coincided with only one theme, therefore the percentages should not add up to 100% and the N should not equal 383. This table presents the continuum of themes to avoid truncating the major themes.

When you are purchasing food / beverages at games, what is your main goal?
FOOD & BEVERAGE

Table 5

Question: What food / beverages would you like to see offered at games, if it is not already?

Minor Themes: Descriptive Percentages of Transcripts (N = 423).

<table>
<thead>
<tr>
<th>MINOR THEMES</th>
<th>N</th>
<th>%</th>
<th>SAMPLE QUOTES FROM PARTICIPANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>None/Good Selection</td>
<td>84</td>
<td>19.8%</td>
<td>Great selection offered already.</td>
</tr>
<tr>
<td>Healthier Options</td>
<td>58</td>
<td>13.7%</td>
<td>Healthier options.</td>
</tr>
<tr>
<td>Gluten Free/Vegetarian</td>
<td>33</td>
<td>7.8%</td>
<td>Gluten free options.</td>
</tr>
</tbody>
</table>

Additional Participant Answers (Less than 5%)

- Mexican/Ethnic Food
- Margaritas/Tequila
- Sandwiches
- Better Beer Selection
- Carving Station
- Liquor/Champagne

Note: Please keep in mind that participants’ responses ranged from 1 to 4 words covering 1 to 4 separate concepts. Each of the transcripts included several key concepts that coincide with the study’s major and minor themes. Very few participants’ responses exclusively coincided with only one theme, therefore the percentages should not add up to 100% and the N should not equal 423. This table presents the continuum of themes to avoid truncating the major themes.

What food / beverages would you like to see offered at games, if it is not already?

- None: 7.8%
- Healthier Options: 13.7%
- Gluten Free/Vegetarian: 19.8%
RESTROOM / BATHROOM ISSUES

Table 6

Question: In terms of “beauty needs,” how do you feel about the restrooms at this facility?

**Major & Minor Themes:** Descriptive Percentages of Transcripts (N = 368).

<table>
<thead>
<tr>
<th>MAJOR THEMES</th>
<th>N</th>
<th>%</th>
<th>SAMPLE QUOTES FROM PARTICIPANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good/Clean</td>
<td>120</td>
<td>32.6%</td>
<td>Pretty clean, could have more counter space.</td>
</tr>
<tr>
<td>Adequate</td>
<td>102</td>
<td>27.7%</td>
<td>Not too bad, could be more stalls.</td>
</tr>
</tbody>
</table>

**MINOR THEME**

| Horrible & Nasty   | 70 | 19.0%| Terrible, gross.                              |

**ADDITIONAL PARTICIPANT ANSWERS (LESS THAN 5%)**

- Do Not Use Restrooms
- Needs Cleaning & Improvement
- Need More Restrooms
- Lines Too Long
- Bad After Halftime
- Air Conditioning

**Note:** Please keep in mind that participants’ responses ranged from 1 to 4 words covering 1 to 4 separate concepts. Each of the transcripts included several key concepts that coincide with the study’s major and minor themes. Very few participants’ responses exclusively coincided with only one theme, therefore the percentages should not add up to 100% and the N should not equal 368. This table presents the continuum of themes to avoid truncating the major themes.

How do you feel about the “beauty needs” at this facility?

- **32.6%** Good/Clean
- **27.7%** Adequate
- **19.0%** Horrible
RESTROOM / BATHROOM ISSUES

Table 7
Question: What would you change / add?
Major & Minor Themes: Descriptive Percentages of Transcripts (N = 339).

<table>
<thead>
<tr>
<th>MAJOR THEMES</th>
<th>N</th>
<th>%</th>
<th>SAMPLE QUOTES FROM PARTICIPANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nothing</td>
<td>82</td>
<td>24.2%</td>
<td>None.</td>
</tr>
<tr>
<td>Increase Cleaning &amp; Custodial staff</td>
<td>69</td>
<td>20.4%</td>
<td>Cleanliness, maintenance staff.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MINOR THEMES</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>More Bathroom Stalls</td>
<td>54</td>
<td>15.9%</td>
<td>More bathrooms and much cleaner.</td>
</tr>
<tr>
<td>Sanitary Items/ Wipes/Sanitizers</td>
<td>44</td>
<td>13.0%</td>
<td>Hand wipes, more paper towels.</td>
</tr>
</tbody>
</table>

ADDITIONAL PARTICIPANT ANSWERS (LESS THAN 5%)

- Real Restrooms in Parking Lot
- Separate Female Portapotties
- Fans/AC/Misting
- Bigger/More Mirrors
- TVs
- More Hair/Hand Dryers

Note: Please keep in mind that participants’ responses ranged from 1 to 4 words covering 1 to 4 separate concepts. Each of the transcripts included several key concepts that coincide with the study’s major and minor themes. Very few participants’ responses exclusively coincided with only one theme, therefore the percentages should not add up to 100% and the N should not equal 339. This table presents the continuum of themes to avoid truncating the major themes.
**TAILGATING CULTURE & PARKING**

Table 8

**Question:** Do you feel that the tailgating culture is geared equally toward males and females?

**Major & Minor Themes:** Descriptive Percentages of Transcripts (N = 381).

<table>
<thead>
<tr>
<th>MAJOR THEMES</th>
<th>N</th>
<th>%</th>
<th>SAMPLE QUOTES FROM PARTICIPANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>231</td>
<td>60.6%</td>
<td>Yes! Love tailgating in Oakland Stadium.</td>
</tr>
<tr>
<td>No/Male</td>
<td>105</td>
<td>27.5%</td>
<td>No, male dominated.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MINOR THEME</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Unisex/Both</td>
<td>32</td>
<td>8.4%</td>
<td>Neutral, unisex.</td>
</tr>
</tbody>
</table>

**ADDITIONAL PARTICIPANT ANSWERS (LESS THAN 5%)**

- All Female Tailgate
- Indifferent

**Note:** Please keep in mind that participants’ responses ranged from 1 to 4 words covering 1 to 4 separate concepts. Each of the transcripts included several key concepts that coincide with the study’s major and minor themes. Very few participants’ responses exclusively coincided with only one theme, therefore the percentages should not add up to 100% and the N should not equal 381. This table presents the continuum of themes to avoid truncating the major themes.
**TAILGATING CULTURE & PARKING**

Table 9

**Question:** Do you know of any female specific programs offered during tailgating or during the game?

**Major Theme:** Descriptive Percentages of Transcripts (N = 380).

<table>
<thead>
<tr>
<th>MAJOR THEME</th>
<th>N</th>
<th>%</th>
<th>SAMPLE QUOTES FROM PARTICIPANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>348</td>
<td>91.6%</td>
<td>Unaware.</td>
</tr>
</tbody>
</table>

**ADDITIONAL PARTICIPANT ANSWERS (LESS THAN 5%)**

- Breast Cancer Awareness
- Locker Room Visits
- Teach Women About The Game
- Dancing Competition
- Create Your Own Tailgate
- Marriage Proposals During Halftime

**Note:** Please keep in mind that participants’ responses ranged from 1 to 4 words covering 1 to 4 separate concepts. Each of the transcripts included several key concepts that coincide with the study’s major and minor themes. Very few participants’ responses exclusively coincided with only one theme; therefore the percentages should not add up to 100% and the N should not equal 380. This table presents the continuum of themes to avoid truncating the major themes.
**TAILGATING CULTURE & PARKING**

Table 10

**Question:** How would you rate the parking situation for this game in terms of distance from the facility, price, convenience, etc.?

**Major & Minor Themes:** Descriptive Percentages of Transcripts (N = 384).

<table>
<thead>
<tr>
<th>MAJOR THEMES</th>
<th>N</th>
<th>%</th>
<th>SAMPLE QUOTES FROM PARTICIPANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Great/Good</td>
<td>133</td>
<td>34.6%</td>
<td></td>
</tr>
<tr>
<td>Fine/Ok</td>
<td>87</td>
<td>22.7%</td>
<td></td>
</tr>
</tbody>
</table>

**Minor Theme**

| Expensive/Overpriced | 60 | 15.6% |

**Additional Participant Answers (Less Than 5%)**

- Great Distance & Convenient
- Affordable
- Confusing
- Leaving Is Bad

**Note:** Please keep in mind that participants’ responses ranged from 1 to 4 words covering 1 to 4 separate concepts. Each of the transcripts included several key concepts that coincide with the study’s major and minor themes. Very few participants’ responses exclusively coincided with only one theme, therefore the percentages should not add up to 100% and the N should not equal 384. This table presents the continuum of themes to avoid truncating the major themes.

How would you rate the parking situation for this game in terms of: distance from the facility, price, convenience, etc.?

- Great/Good: 34.6%
- Fine/OK: 22.7%
- Expensive/Overpriced: 15.6%
DECISION TO ATTEND NFL GAME

Table 11

**Question:** Are you attending the game with any of the following groups? Family, husband, girlfriends, life partner, etc.

**Major & Minor Themes:** Descriptive Percentages of Transcripts (N = 385).

<table>
<thead>
<tr>
<th>MAJOR THEMES</th>
<th>N</th>
<th>%</th>
<th>SAMPLE QUOTES FROM PARTICIPANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Friends</td>
<td>225</td>
<td>58.4%</td>
<td>Friends.</td>
</tr>
<tr>
<td>Family</td>
<td>197</td>
<td>51.2%</td>
<td>Family.</td>
</tr>
<tr>
<td>Husband</td>
<td>83</td>
<td>21.6%</td>
<td>Husband.</td>
</tr>
</tbody>
</table>

**MINOR THEME**

| Friends           | 225| 58.4%| Friends.                        |
| Family            | 197| 51.2%| Family.                         |
| Husband           | 83 | 21.6%| Husband.                        |

**Minor Theme**

| Girlfriends       | 29 | 7.5% | Girlfriends.                    |

**Additional Participant Answers (Less Than 5%)**

Boyfriend

**Note:** Please keep in mind that participants’ responses ranged from 1 to 4 words covering 1 to 4 separate concepts. Each of the transcripts included several key concepts that coincide with the study’s major and minor themes. Very few participants’ responses exclusively coincided with only one theme, therefore the percentages should not add up to 100% and the N should not equal 385. This table presents the continuum of themes to avoid truncating the major themes.

Are you attending the game with any of the following groups: family, husband, girlfriends or life partner?
Table 12

Question: Do you feel that as a female you are a valued participant of the NFL (football)?

Major Themes: Descriptive Percentages of Transcripts (N = 382).

<table>
<thead>
<tr>
<th>MAJOR THEMES</th>
<th>N</th>
<th>%</th>
<th>SAMPLE QUOTES FROM PARTICIPANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>275</td>
<td>72.0%</td>
<td>Yes, I love my football!</td>
</tr>
<tr>
<td>No</td>
<td>78</td>
<td>20.4%</td>
<td>No, male dominated.</td>
</tr>
</tbody>
</table>

Additional Participant Answers (Less Than 5%)

- Culture Geared Toward Men
- Sometimes
- Somewhat
- Not As Valued As Males

Note: Please keep in mind that participants’ responses ranged from 1 to 4 words covering 1 to 4 separate concepts. Each of the transcripts included several key concepts that coincide with the study’s major and minor themes. Very few participants’ responses exclusively coincided with only one theme, therefore the percentages should not add up to 100% and the N should not equal 382. This table presents the continuum of themes to avoid truncating the major themes.

Do you feel that as a female you are a valued participant of the NFL (football)?

- Yes: 72%
- No: 20.4%
DECISION TO ATTEND NFL GAME

Table 13

Question: How long have you been a fan of the NFL (and/or relative team)?

Major & Minor Themes: Descriptive Percentages of Transcripts (N = 384).

<table>
<thead>
<tr>
<th>MAJOR THEME</th>
<th>N</th>
<th>%</th>
<th>SAMPLE QUOTES FROM PARTICIPANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entire Life</td>
<td>93</td>
<td>24.2%</td>
<td>Whole life.</td>
</tr>
</tbody>
</table>

MINOR THEMES

<table>
<thead>
<tr>
<th>MINOR THE</th>
<th>N</th>
<th>%</th>
<th>SAMPLE QUOTES FROM PARTICIPANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 To 29 Years</td>
<td>76</td>
<td>19.8%</td>
<td>20 years.</td>
</tr>
<tr>
<td>6 To 19 Years</td>
<td>68</td>
<td>17.7%</td>
<td>About 11 years.</td>
</tr>
<tr>
<td>30 To 50 Years</td>
<td>63</td>
<td>16.4%</td>
<td>30 years Dolphins.</td>
</tr>
<tr>
<td>5 Years Or Less</td>
<td>39</td>
<td>10.1%</td>
<td>This is my first year.</td>
</tr>
</tbody>
</table>

Note: Please keep in mind that participants’ responses ranged from 1 to 4 words covering 1 to 4 separate concepts. Each of the transcripts included several key concepts that coincide with the study’s major and minor themes. Very few participants’ responses exclusively coincided with only one theme, therefore the percentages should not add up to 100% and the N should not equal 384. This table presents the continuum of themes to avoid truncating the major themes.

How long have you been a fan of the NFL (or specific team)?

- Entire Life 24.2%
- 20-29 Yrs. 19.8%
- 6-19 Yrs. 17.7%
- 30-50 Yrs. 16.4%
- 5 Yrs. or Less 10.1%
FEMALE SPECTATOR SUGGESTIONS FOR IMPROVING GAME DAY EXPERIENCE

Table 14

Question: Is there something about this experience, from your female perspective, that could be done better to address any of your needs? If so, please explain.

**Major & Minor Themes:** Descriptive Percentages of Transcripts (N = 321).

<table>
<thead>
<tr>
<th>MAJOR THEME</th>
<th>N</th>
<th>%</th>
<th>SAMPLE QUOTES FROM PARTICIPANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>169</td>
<td>52.6%</td>
<td>No.</td>
</tr>
<tr>
<td>Make More Attractive To Women</td>
<td>35</td>
<td>10.9%</td>
<td>Cheerleading contest, male cheerleaders, player calendars, free drinks, day care, girlie cocktail special, and give-a-ways.</td>
</tr>
<tr>
<td>Adequate/Good</td>
<td>24</td>
<td>7.5%</td>
<td>Everything is fine.</td>
</tr>
</tbody>
</table>

**MINOR THEMES**

- Make More Attractive To Women
- Adequate/Good

**ADDITIONAL PARTICIPANT ANSWERS (LESS THAN 5%)**

- More Positive Exposure
- Nicer/Cleaner Bathrooms
- Lower Prices
- Improve Security
- Tents/Shade For Tailgating
- Tailgate Storage
- More Family Oriented

**Note:** Please keep in mind that participants’ responses ranged from 1 to 4 words covering 1 to 4 separate concepts. Each of the transcripts included several key concepts that coincide with the study’s major and minor themes. Very few participants’ responses exclusively coincided with only one theme, therefore the percentages should not add up to 100% and the N should not equal 384.

This table presents the continuum of themes to avoid truncating the major themes.

Is there something about this experience, from your female perspective, that could be done better to address any of your needs?

- 52.6%: No
- 10.9%: Make More Attractive to Women
- 7.5%: Adequate/Good
DISCUSSION AND CONCLUSIONS

What does all the above data mean in terms of theory and practice? The current study contributes to both the scholarly and practitioner worlds, which is the goal of “pracademics” (Sutton, 2006). As an “academitioner” (Harrison, 2012), bridging academic theory with sport business industry application is a key approach to problem-solving and approaching business challenges in sport and entertainment with innovative, actionable solutions. By listening to the nuances of women as women first and their influential consumer behaviors second, the data in this study enables the researchers to connect audience responses to corporate brands and future partnerships that deliver business solutions based on this feedback from female spectators at NFL games.

RECOMMENDATIONS AND IMPLICATIONS: POSSIBLE INNOVATIVE BUSINESS SOLUTIONS

• **NFL as industry leader with female consumers:** It is important to note that the NFL has been an industry leader in terms of developing and implementing marketing strategies focused on the female demographic. For example, the NFL Consumer Products Department has designed an extensive line of consumer products and services with a “for women / by women” strategy. In addition, the NFL has developed a multi-faceted website (nfl.com/women) that provides information and other resources for female consumers of the NFL. Individual NFL teams have also created female-specific fan clubs and membership groups. For example, the Baltimore Ravens have developed a female fan club called Purple and have also created an exclusive female membership group called Lavender Ladies (where members get additional access to events and gifts). Also, the NFL Player Engagement Department recently launched a Women’s Resource Initiative that “provides research, resources, tools and inspiration for women in the football community” (nflplayerengagement.com/wri/). These are only select examples of the many NFL initiatives that focus on female consumers, as the NFL has exponentially evolved from its original “shrink it and pink it” strategy in the early 2000s.

• **Engage female spectators in the decision-making process, and understand the impact of business decisions on female demographic:** The NFL and individual NFL teams might be able to do even better with respect to including female spectators in the brand strategy process. For example, specific NFL teams could host a female spectator focus group before each game to get feedback on one specific item each game about the female game day experience; focus group topics could be based in part on the findings in this current study. By providing female spectators with a voice and a sense of ownership in the spectator experience, this could improve customer satisfaction and retention. For example, the NFL recently made a business and policy decision that required the league to balance spectator safety with spectator convenience. The new NFL policy provides guidelines on the size and types of bags and other items allowed inside NFL stadiums. Small, clutch bags are allowed. But, purses larger than the size of a person’s hand are no longer allowed. Some female consumers have expressed confusion and anger regarding the policy. For example, Melissa Jacobs of TheFootballGirl.com explained, “By asking women to leave their purses at home . . . the league is disconnecting from a fan base they are supposedly working so hard to expand.” Charlotte Jones Anderson, an executive with the Dallas Cowboys, reiterates that the Cowboys “clearly get that our female fans are our consumers . . . they’re really the ones that make our business tick” (Kitroeff, 2013). And Mark Waller, NFL Chief Marketing Officer, adds that “[w]omen are the custodians of most decisions made in the households” (Kitroeff, 2013).

• **Refine and redefine the overall game day experience for female spectators:** Many female consumers of the NFL are brand loyalists and outstanding brand ambassadors (see Dammann, 2007). Therefore, it is imperative to further improve the overall game day experience for female spectators. As explained above in the findings and results section of this study, women stated that they want more choices in terms of beverage selection, healthier foods, and merchandise; participants in this study also emphasized the importance of restroom and general stadium cleanliness. We understand that it may not be viable or financially feasible to implement all of the changes recommended by participants in this study, especially when third-party vendors and service providers are typically responsible for food and beverage operations in addition to cleaning and custodial responsibilities. However, each
team should be able to identify several inexpensive yet effective improvements in terms of the female spectator experience (for example, by providing hand sanitizer, expanding licensed and fashion-focused apparel options and offering an experiential shopping experience, creating female-specific membership clubs and supporter groups, developing a “Women’s Night” for one game each season that is in part created and planned by female spectators of that specific team instead of being solely developed by a team’s marketing department, increasing the number of female-focused and family-focused in-game marketing and promotional activities, developing strategies to make women feel more welcome during tailgating and other traditional “outside of the stadium” activities, developing initiatives that focus on specific identities—for example, mothers, daughters, student-athletes, etc., and creating coed initiatives that merge together the spectator experiences of men and women). With respect to having a worldview of the future NFL player, it is important to note that mothers support their sons on many levels and this must be acknowledged in terms of the male football experience from K-12 to the NFL if the opportunity is given to play at the highest level. The key challenge (and opportunity) for marketing leaders is to acknowledge the needs of women while simultaneously being inclusive of male identities at NFL events so that all spectators see the value of attending an NFL game in addition to feeling valued at the NFL game.

• **Hire and retain female innovators and influencers within the NFL league office:** The NFL is arguably the leading event and entertainment brand in the world. A potential new goal for the NFL could be to become even more diverse and inclusive with respect to hiring a greater number of females for key leadership positions at the NFL league office so that the NFL is also recognized as the best place to work for female innovators and influencers. For example, research relating to the women’s apparel market (and the NFL's resultant new business strategy for women's apparel and accessories) was heavily driven by female NFL employees in leadership roles at the NFL league office such as Rhiannon Madden, NFL Director of Consumer Products, and Tracey Bleczinski, NFL Vice President of Consumer Products (see Jessop, 2012).

**RECOMMENDATIONS FOR FUTURE RESEARCH**

Understanding the game day experiences of females is complicated and complex. Therefore, research approaches must keep this in mind when collecting data using quantitative and qualitative methods that genuinely listen to women spectators.

• Future research could examine the game day experience of female spectators at other NFL venues. This research study focused on the female spectator experience at two NFL stadiums. It is quite possible that the female game day experience would be different at other NFL team venues.

• Future research could also focus on female spectators who attended one or more NFL games but subsequently stopped attending — this line of inquiry could enable researchers to gain additional insight on necessary improvements to retain and grow the female spectator market.

• Sporting event “watch parties” are becoming more prevalent at sports restaurants and households throughout the world; future research could focus on television viewing habits, rituals, traditions and the social dynamics of women having their own “gender gatherings.”
“There are vast number of women who consider themselves to be sport fans and this number may well be on the rise. Consequently, it is of vital importance for sport teams and leagues, such as the National Football League (NFL), to be proactive in advancing our understanding of the thoughts and behaviors of female fans. This report is certainly of value and sheds considerable light on the female fan experience at NFL contests. Further, the qualitative nature of the methodology and the resulting richness of the data render the information acquired even more significant. Of particular note was the finding that less than a quarter of the sample reported being a fan for their “whole life” while 10% reported being a fan for 5 years or less. This suggests that there are numerous new female fans becoming increasingly interested in the NFL and, likely, many more still out there with the potential to become fans. Attracting these new fans will be made much easier with research such as this that targets the motivations and constraints to female consumption. By using the data acquired through this project, team and league officials will be able to better understand the female fan and to provide a more positive viewing experience for them. For instance, by providing better selection of team apparel, improving the restroom facilities, and adding healthier food options, teams will continue to both maintain their current female fan base and attract new fans. These and other changes highlighted by this work are relatively simple and cost effective and have the potential to produce large amounts of revenue via increased consumption (i.e., more female fans will attend games) and game purchases (i.e., better selections will lead to higher food and apparel sales).”

– Dr. Daniel Wann, Professor of Psychology at Murray State University

“If football, and the NFL in particular, is to be acknowledged as America’s national pastime – it is essential that the sport not only transcend gender and ethnic boundaries – but to encompass those groups in a welcoming, almost courting behavior to understand their needs and wants and help them to customize the product to their liking and preferences. This initial study should go a long way in helping us understand those needs and wants and how to create products and opportunities to meet those needs and provide a variety of ‘tribal identification’ and other outward signs of affiliation, association and community.”

– Dr. Bill Sutton, Director of Sport & Entertainment MBA Program at University of South Florida, and Principal, Bill Sutton & Associates

“When previously excluded minorities are welcomed to the participant/spectator mix of any sport, the nature of the sport itself – its values, culture and commercial nature – may be transformed. However, such change will occur only if those in control of these elements – owners, event managers, marketers, officials, the media – ask about, listen and respond to the needs and interests of the new population. This is a good first step for the NFL.”

– Dr. Donna A. Lopiano, President of Sports Management Resources

“With women accounting for more than 52 percent of the population and 50 percent of the workforce, they fuel an economy that is bigger than most countries in the world. What that presents is a huge opportunity to engage an interested and powerful consumer group by first committing to a deep understanding of what motivates this group and then the implementation of smart, consumer focused strategies that communicate importance and value to a very loyal audience.”

– Donna Orender, CEO of Orender Unlimited
BIOS OF RESEARCH TEAM

Dr. C. Keith Harrison is an Associate Professor at the University of Central Florida as well as Associate Director of the DeVos Graduate and Undergraduate Sport Business Management Programs. In addition to his role at UCF as Faculty and Curriculum Coordinator of the DeVos Sport Business Management Programs, Dr. Harrison is an Adjunct Associate Professor at Emory University’s Goizueta Business School and adjunct faculty member at Boise State University’s Department of Communication. Dr. Harrison has over two decades of university research, teaching and service experience at the community college level (Cerritos, Fullerton and Cypress) and university level (Washington State University, Indiana University, University of Michigan, Arizona State University, and the University of Central Florida). A former NCAA scholar-athlete that was a center on the football team at West Texas A&M University, Dr. Harrison has numerous peer-review journal articles and book chapters. His career focus is in a few areas: the student-athlete and professional athlete experience; diversity and inclusion issues related to gender and race relations in education, business, sport and entertainment; and the marketing of emerging multicultural demographics in the global environment in education, sport and entertainment. Dr. Harrison’s brief list of clients and partnerships include the NFL, Oakland Raiders, Miami Dolphins, University of Oregon, Jordan Brand, Boise State University, UCLA’s School of Education, Wharton Sports Business Academy, and Emory University’s Goizueta Business School (Department of Organization and Management).

Scott Bukstein is the Assistant Director, Program Coordinator and Instructor within the DeVos Graduate and Undergraduate Sport Business Management Programs at the University of Central Florida. Bukstein is also an Adjunct Assistant Professor within the Goizueta Business School at Emory University. Bukstein’s research focus is on the intersection of sport and the law, the business of collegiate athletics and professional sport, the perceptions and academic performance of college student-athletes, mobility patterns and career paths of coaches, and leadership and diversity/inclusion issues in sport. Bukstein is also a licensed attorney.

Dr. Suzanne Malia Lawrence is a Professor in the Graduate Physical Education Program at Azusa Pacific University in Azusa, California. Dr. Kirkland’s research interest includes the racial experiences of athletes, career transition of college athletes, stereotypes surrounding athleticism, academic achievement of college athletes, and the lived experience of her participants/students.

Katie Huber graduated from the University of Central Florida in May 2013 after studying Radio/Television Broadcast Journalism and minoring in Sport Business Management. Katie currently works for WFTV in Orlando, Florida.

Hannah Meyers graduated from the University of Central Florida with a Bachelors of Science in Event Management and a minor in sport business management, and is currently working with the Chick-fil-a Bowl in Atlanta, Georgia.

Jessica West graduated from the University of Central Florida with a degree in event management, and is currently pursuing a Masters of Business Administration and a Masters in Sport Business Management at the University of Central Florida.

Acknowledgments: We greatly appreciate all of the students in the sport business management program at UCF that assisted with data collection, as well as the students in Dr. Maureen Smith’s classes at Sacramento State who also helped us collect data. A special thanks to Lauren Wallace for her valuable insights on understanding the female demographic that passionately influences the NFL brand.
REFERENCES


This image highlights some of the major findings of the research study on female spectators of the NFL. The image also shows that the NFL is listening to the comments and suggestions of its female consumers.

Image created by Mark Adam Kalman
Image content developed by C. Keith Harrison